

**DIMENSIONS OF COMMITMENT:  
AN EXAMINATION OF WORKER-ORGANIZATION LINKAGES  
IN A LARGE BUREAUCRACY**

by

**Reba Rowe Lewis**

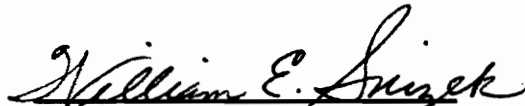
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(Abstract)

This study is an assessment of the relative importance of sociodemographic, structural, and attitudinal variables in accounting for organizational commitment. A block-recursive model is used to conceptualize the relationship between the independent variables and organizational commitment.

The sample for the study is drawn from payroll rosters of employees of a large state university and comprises two subsamples: classified staff (permanent) employees and non-student hourly wage (temporary) employees. Sociodemographic characteristics, structural conditions of their employment, and their underlying attitudes toward work in general and toward their employer are measured through the use of an anonymous questionnaire. Data were collected from 416 employees.

The study finds no significant differences in the two subsamples regarding degrees of various dimensions of commitment or in determinants of organizational commitment. It is hypothesized that the absence of any major differences between the two groups may be explained by the currently

unstable employment conditions for *all* workers regardless of their employment status.

Research findings indicate that, while all three blocks of variables are statistically significant predictors of organizational commitment, the attitudinal block accounts for most of the variance in organizational commitment. This is especially true for hourly wage workers, for whom *only* attitudinal variables explain much of the variance in organizational commitment. Managers wishing to maximize organizational commitment among employees are advised to consider the tremendous impact of attitudinal factors on employee commitment.

This research demonstrates that in the coming decades, researchers must develop and utilize research methodologies that take into account the broad range of worker-organization relationships. The task of contemporary sociologists of work involves the clarification of work-related concepts, the development of more precise measures of those concepts, and a research methodology that accommodates a broad range of worker-organization linkages.

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Grateful acknowledgement is extended to each member of my committee for his assistance during my years at Tech and for his own unique contribution to this dissertation: to Dr. Donald J. Shoemaker for his meticulous reading of the manuscript and his thought-provoking questions; to Dr. Clifton D. Bryant for sharing his rich knowledge of the literature; to Dr. Ellsworth R. Fuhrman for broadening my perspective; and to Dr. Jerald F. Robinson for his insistence on practical, as well as theoretical, applicability.

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## CHAPTER 1

### WORKER-ORGANIZATION LINKAGES: AN INTRODUCTION

#### Introduction

In the face of economic uncertainty and increasing international competition, American employers have turned to alternative employment strategies in order to operate more efficiently (Duncan 1985; Nye 1988; Duffey 1988; Sloane 1989). Such alternatives include part-time and temporary employment, employee leasing, independent contracting, and various other departures from traditional managerial practice. Many modern workers find the freedom and flexibility of contingent employment<sup>1</sup> an attractive alternative to the traditional employee-employer relationship.<sup>2</sup>

One of the more popular alternatives to traditional staffing strategies is the use of temporary workers (Mason 1985; Sacco 1986; Berk-Levine 1986; Halcrow 1988; McKendrick 1989). In the tightening labor market of the post-war period, employers found temporary workers an ideal solution to their need for emergency

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<sup>1</sup> The term *contingent employment* includes all part-time and temporary employment, employee leasing, independent contracting, and any other departures from traditional employee-employer relationships. While all these forms of contingent labor are interesting in their own right, the present study is limited in scope to temporary workers only.

<sup>2</sup> More than half the nation's part-time workers, for example, are *voluntary* part-timers (US Department of Labor 1991).

and peak load personnel. The flexibility of temporary help, together with savings in fringe benefits and training costs, have resulted in widespread use of temporary workers in insurance; in manufacturing; in banking and finance; in utilities, transportation, and communication; in service industries; and in marketing (Garges 1986; Scelsi 1987). By the 1980s, the temporary help industry had become one of the most rapidly growing industries in the economy (Carey and Hazelbaker 1986) with some 90 percent of all large firms using temporary employees to complement their regular staff (Macauley 1986; US Department of Labor 1987).

A recent development within a number of large organizations is the establishment of in-house temporary pools (Bergsman 1990). In order to meet their staffing needs, some organizations recruit and maintain a pool of trained workers who will be available when regular employees are unable to work. Faced with hiring "freezes" on permanent positions, state agencies frequently turn to temporary workers to fill their staffing needs. The increasing use of in-house temporaries, and the concomitant restructuring of the American labor force, warrant sociological analysis. This research is one attempt to provide a sociological analysis of the temporary phenomenon as it affects workers' identification with, and attachment to, the organization. Recent trends toward greater use of contingent

employment make worker-organization<sup>3</sup> linkages<sup>4</sup> a particularly salient issue in the 1990s, and beyond.

### Historical Background

Concern with worker-organization linkages appears to be increasing as employers in a broad range of industries face unprecedented rates of turnover and absenteeism. Broad social and economic changes in the society -- rising levels of affluence, multiple wage-earner households, rapid obsolescence of particular jobs or particular sectors of the economy, increasing specialization of work, and especially increasing professionalism of workers -- tend to weaken worker-organization linkages.

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<sup>3</sup> While the terms "employee-organization" (Mowday, Porter, Steers 1982) and "employee-employer" (Belous 1989) are in common usage, analyses of contingent labor markets must take into account the fact that workers are not necessarily employees of the organization.

<sup>4</sup> The term *linkage* is often used (e.g., Mowday, Porter, Steers 1982) to serve as a general label for several different phenomena -- commitment, absenteeism, turnover, and job performance. Two points should be made regarding this study. First, because the sample includes temporary, as well as permanent, workers, any attempt to measure absenteeism or turnover would be quite futile, and a moot issue anyway since these properties are often desirable and necessary conditions of contingent employment. The study thus focuses on the attitudinal aspects of commitment, rather than the behavioral manifestations (i.e., absenteeism, turnover, and job performance) of those attitudes. Secondly, the study focuses on organizational connections, or linkages, on the part of the individual; no attempt is made to assess the organizational view of these linkages. The study focuses instead on the attitudes and perceptions of individual workers. Through the use of six attitudinal scales embedded within the survey instrument, the study measures the nature and strength of the types of connections, or links, that individual workers have to the employing organization.

### ***Impact of Societal Changes***

The greater use of temporary, and other forms of contingent labor, and the concomitant weakening of worker-organization linkages, parallel declining levels of commitment in the larger society. Particularly in recent decades, Americans have become increasingly individualist (Riesman 1961; Bennis and Slater 1968; Lasch 1979). Increasing professionalism, the requirement that one be geographically mobile, and the entry of large numbers of female workers into the labor force, are factors that contribute to declining organizational commitment. The hectic pace of modern life does not easily lend itself to commitment to other individuals, nor to organizations. The general trend toward smaller, more fragmented families (Lewis 1985) and increasing social acceptance of divorce, for example, demonstrate declining commitment to the group with concomitant emphasis on individual needs. In terms of interpersonal relationships both on and off the job, modern Americans form bonds that are not meant to last forever (Coleman and Edwards 1979).

### ***Impact of Economic Changes***

Labor costs are becoming increasingly important as American firms compete with foreign producers. In an attempt to keep labor costs to a minimum, many large companies are turning to temporary employment services. The temporary help industry has grown from a mere provider of emergency workers to fill in for absent employees to a powerful staffing strategy (Nye 1988; Sloane 1989; Millner 1989; Grossman and Magnus 1989; Davidson 1990). Temporary help is not only flexible -- when the workload lessens, the temporaries leave -- but can also save the company the expense of training and fringe benefits. The recent development

of in-house temporary pools (Bergsman 1990) provides employers with the advantages of agency temporaries without the additional cost of agency fees.

### *The Temporary Help Phenomenon*

The temporary help industry emerged in the late 1940s with the establishment of Manpower in 1947 and Kelly Girls (now Kelly Services) in 1948. Responding to tightening labor markets, increasing female labor force participation, the growing cost of fringe benefits, and rapid technological change, employers found temporary workers an ideal solution to their need for emergency and peak load personnel (Levitan, Mangum, Marshall 1981). The industry reported impressive growth in the period between 1963 and 1979; the number of firms in the temporary help industry increased by 280 percent and total employment in the industry increased 800 percent (Macauley 1986).

By 1984, an estimated two to three million temporary workers were employed each year for periods ranging from a few days to several months (Gannon 1984). The industry almost doubled in the three years following the recession of 1982, and the Bureau of Labor Statistics expects rapid growth to continue through the mid-1990s (Carey and Hazelbaker 1986). Increasingly, companies are anticipating the use of temporary workers and allocating funds for them in their annual budgets (Granrose and Appelbaum 1986). A Tempforce survey in 1986 found that one-third of all responding firms included provisions for temporary usage in their annual budgets (Scelsi 1987). Companies without such provisions are believed to be the exception rather than the rule (Macauley 1986). This use of temporary workers on a planned basis, rather than as an emergency measure, indicates the apparent *permanency* of temporary positions (Millner



1989; Grossman and Magnus 1989) and further emphasizes the need for sociological analysis.

In order to reduce labor costs, many large employers have established in-house temporary pools (Bergsman 1990). When regular employees are unable to work, or when economic conditions are not conducive to hiring additional permanent workers, firms may fill their staffing needs with temporary workers secured through their own human resources department. State agencies faced with hiring “freezes” on permanent positions must turn to temporary workers to handle the regular workload. While scant information is available on *in-house* temporary employment, data collected from Fortune 500 firms in the planning stages of this research suggests that, like *agency* temporary employment, *in-house* temporary usage is increasing dramatically.

### **Statement of the Problem**

The purpose of the study is to examine the nature and strength of worker-organization linkages in a large bureaucracy. More specifically, the purpose of the study is twofold: 1) to develop a comprehensive model of organizational commitment; and 2) to apply that model to a sample of permanent and contingent workers. Comparison of the two groups allows identification of differences between the two types of workers with respect to their commitment to the organization.

There are numerous ways in which the variables thought to influence organizational commitment may be investigated. Replication or reformulation of

previous studies<sup>5</sup> provide two such approaches, an obvious advantage being comparability with other research findings. However, much of the existing research emphasizes bivariate analysis, and a multivariate<sup>6</sup> approach may provide a more comprehensive understanding of the various dimensions of commitment.

The failure of existing models to adequately explain organizational commitment suggests the development of a more comprehensive model (Snizek and Little 1984), a model which incorporates both sociodemographic and structural determinants of organizational commitment. In an attempt to integrate the insights and findings of previous researchers, the present study considers a number of variables (Figure 1.1) thought to influence organizational commitment.

Since previous studies have identified a rather large number of variables (Figure 1.2) thought to be related to organizational commitment, the use of a block-recursive<sup>7</sup> method of analysis seems appropriate to the research objectives. The block-recursive technique proposed by Fisher (1961, 1971); and extended by Blalock (1969), Miller (1971), and Sullivan (1971) allows the researcher to include a large number of variables in the model. The overall model is subdivided into

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<sup>5</sup> Findings of selected studies are discussed in Chapter 2.

<sup>6</sup> Proponents of a multivariate approach (e.g., Saal 1978; Wiener and Vardi 1980; Morrow 1983; Randall and Cote 1991) argue that bivariate analysis fails to consider the larger web of relationships encompassing the various dimensions of commitment.

<sup>7</sup> The block-recursive method of analysis is discussed in further detail in Chapter 2, and its application to this research in Chapters 3 and 4.

**FIGURE 1.1**

**Determinants of Organizational Commitment**

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<i>Sociodemographic</i>	<i>Structural</i>	<i>Attitudinal</i>
Age	Contract type	Protestant work ethic
Gender	Length of employment	Work role salience
Marital status	Alternative employment	Job involvement
Educational level	Occupation	Work group attachment
Personal income	Previous employment	Perceived organizational support
Family income	Anticipated employment	Job satisfaction
	Source of opening	
	Employee networks	

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**FIGURE 1.2**

**Summary of Major Variables Related to Organizational Commitment**

*Source:* Revised from William E. Snizek and Robert E. Little. 1984. "Accounting for Occupational and Organizational Commitment: A Longitudinal Reexamination of Structural and Attitudinal Approaches." *Sociological Perspectives* 27(2):181-196.

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Author(s)	Variable(s)
Simon (1957)	Organizational identification (+); Informal group identification (+); Material incentives (+)
March and Simon (1958)	Self-perceptions of marketability (-)
Thibaut and Kelley (1959)	Rewards of employee-organization relationship (+)
Becker (1960)	Structural investments/side-bets: age, length of service, marital status, education, job or location assignments with a particular organization (+)
Homans (1961)	Rewards of employee-organization relationship (+)
Argyris (1964)	Worker-organization conflict (-); Worker autonomy, challenge, participation, responsibility, power, rewards, penalty (+)
Moore (1965)	Extensive employee participation in decision-making (+)
Ritzer and Trice (1969)	Inter-company job mobility, salary (+); Occupational commitment (-)
Hall, Schneider, Nygren (1970)	Service-orientation (+); Length of service (+); Satisfaction of higher-order needs (+)
Thornton (1970)	Professional involvement (+)

Sheldon (1971)	Social involvement (+); Investments/side-bets (+)
Hrebiniak and Alutto (1972)	Perception of tension in the work setting (-); Age (+) Length of service (+)
Hall and Scheider (1972)	Success and self-esteem from the task (+); Participation in goal setting (+); Internalization of organizational values (+)
Alutto, Hrebiniak, Alonso (1973)	Structural investments/side-bets: age, education, years of experience, marital status (+)
Buchanan (1974)	Organizational attitudes fostered within work units and informal work groups (+)
Dansereau, Cashman, Graen (1974)	Perceptions of job availability (-); Nature of work (+); Supervisory style of superiors (+)
Dubin, Champoux, Porter (1975)	Central life interest (+); Attraction to individual features of employing organization (+)
Aldag and Brief (1975)	Protestant work ethic (+)
Gould (1975)	Organizational satisfaction of employee growth expectations (+); Tenure, age, sex, organizational level (+)
Porter, Lawler, Hackman (1975)	Occupational and organizational success (+); Perception of personal competence and work ability (+); Job availability (-)
Dubin, Hedley, Taveggia (1976)	Self-orientation, power, company, craft orientation, autonomy, career and technology oriented (+); Systems of the work environment: self, work group, company, union, craft-profession, industry (+);

	Workplace and human conditions: technology, product, routine, autonomy, personal space/things (+); Payoffs: money, prerequisites, power, authority, status, career (+)
Shoemaker, Snizek, Bryant (1977)	Structural investments/side-bets: age, education, length of service, number of locations assigned, (+); Job satisfaction, feelings of solidarity (+)
Steers (1977)	Personal traits of employees: age; education; tenure; needs of achievement, affiliation, autonomy (+); Job characteristics: job autonomy, variety, feedback, task identity, interpersonal interaction (+); Work experience variables: employee perception of their organizational importance, organizational fulfillment of obligations to employees (+)
Brief and Aldag (1980)	Affective reactions to job: work task, promotion opportunities, co-worker interaction (+); Employee attributes: age, internalization of work ethic, (+) education, family responsibilities (-)
Hodson and Sullivan (1985)	Plant size (-); Job characteristics: occupational prestige, earnings, unionization (+); closeness of supervision, pressure (-); Personal characteristics: gender (1 = female), education (-)
Morrow and McElroy (1986)	Career salience, job involvement, Protestant work ethic (+)
Conlon and Gallagher (1987)	Union commitment (+)
Chelte and Tausky (1987)	Personal characteristics: gender, age marital status (+) education (-); Job characteristics: income, interesting work (+); conflict, tenure (-)
McGee and Ford (1987)	Employment alternatives (-);

Randall and Cote (1991)

High personal sacrifice (+)

Work group attachment (+);  
Job involvement (+)

sets, or blocks, of current endogenous<sup>8</sup> variables rather than single endogenous variables. In general, causation runs from low-numbered blocks to higher-numbered blocks, and from low-numbered variables to higher-numbered variables within blocks. Such an approach allows consideration of a large number of variables, as well as, comparability with much of the previous work in this field.

### **Significance of the Problem**

In light of the documented importance of employee commitment to the effective and efficient operation of work organizations, the trend toward reduced linkages may have detrimental effects on levels of productivity and on the quality of goods and services produced, as well as, on the work experience and well-being of American workers. For this reason, the issue of worker-organization linkages is likely to become increasingly important in the coming years.

As American corporations face increasing economic uncertainty and international competition, the issue of worker-organization linkages is one of increasing concern to both workers and management. This study provides insight into the nature of contemporary organizations and members' attachment to them and greater comprehension of the general processes by which people choose to identify with entities in their environment.

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<sup>8</sup> Pedhazur (1982:178) defines an *endogenous* variable as "one whose variation is to be explained by exogenous and other endogenous variables in the causal model." An *exogenous* variable, on the other hand, is "a variable whose variability is assumed to be determined by causes outside the causal model under consideration."



## **Summary**

Using a quasi-experimental research design, the study examines the organizational linkages of two groups of workers in a large bureaucracy: permanent employees of the organization, and temporary workers engaged in similar occupational tasks. The study investigates the correlates, both structural conditions and sociodemographic and attitudinal attributes, of commitment to the organization. The following chapters will review the relevant literature; describe the research design and measurement; present the research findings; discuss the policy implications of the study, and offer suggestions for future research.

## **CHAPTER 2**

### **REVIEW OF RELEVANT LITERATURE**

This chapter reviews the literature relevant to the issue of worker-organization linkages in a large bureaucracy. The chapter discusses contemporary labor market trends, reviews studies of the various dimensions of commitment, and presents the objectives of this research.

#### **Labor Market Trends**

The trend in recent years has been to make employee-organization relations more flexible (e.g., Sekscenski 1980; Moberly 1987; Nye 1988; Lynch 1988; Belous 1989; Brocklehurst 1989; Lozano 1989). Richard Belous (1989) delineates three recent shifts in employer behavior toward increasing human resource flexibility: 1) the alteration of compensation systems linking wages and benefits more closely to economic realities and less to customs and traditions; 2) increasing temporal flexibility of employment relationships based on corporate economic factors; and 3) increasing flexibility of long-term employment relationships based on corporate economic conditions by such measures as restructuring job ladders, allowing more flexible work assignments, and increasing individual responsibility.

According to the Bureau of Labor Statistics (Belous 1989), the contingent labor force is growing rapidly. Using household survey data, Belous estimates that during the 1980s the contingent labor force grew 40 to 50 percent faster than

the entire labor force; 24 to 29 percent of the labor force is now in the contingent labor force; and there has been a 33 to 50 percent increase in the number of jobs created for contingent workers. Although often attributed to managerial strategies to reduce labor costs and save on employee benefits, this increase may also reflect the desire of workers for more flexible working arrangements (e.g., US Department of Labor 1987; *Contemporary Times* 1989). Whatever the impetus for this rapid growth in the contingent labor force, the dramatic increase of workers without strong ties to their employers represents a striking departure from the legendary loyalty of the 1950s (e.g., Whyte 1956; Harrington 1972).<sup>9</sup>

Worker-organization linkages are often described in terms of continua of employer-employee affiliation. Belous (1989), for example, describes a continuum of employer-employee affiliation, or “degree to which workers will be associated with a specific employer.” Belous’s *lifetime employment model* is characterized by strong affiliation such as the employer-employee relationships found in many Japanese companies. Workers can anticipate spending their entire career with one company. Workers identify strongly with the company and link their future to the well-being of the company. Workers and employers are deeply committed to each other, and employers are inclined to make significant human capital investments in workers such as training and skills development programs. The *day-laborer model*, by contrast, is characterized by weak affiliation such as that found in employer-employee relationships in some agricultural markets. Work

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<sup>9</sup> Current research (Hodson and Sullivan 1985) suggests that even among permanent workers, the traditional vision of the strongly committed “organization man” is not supported.

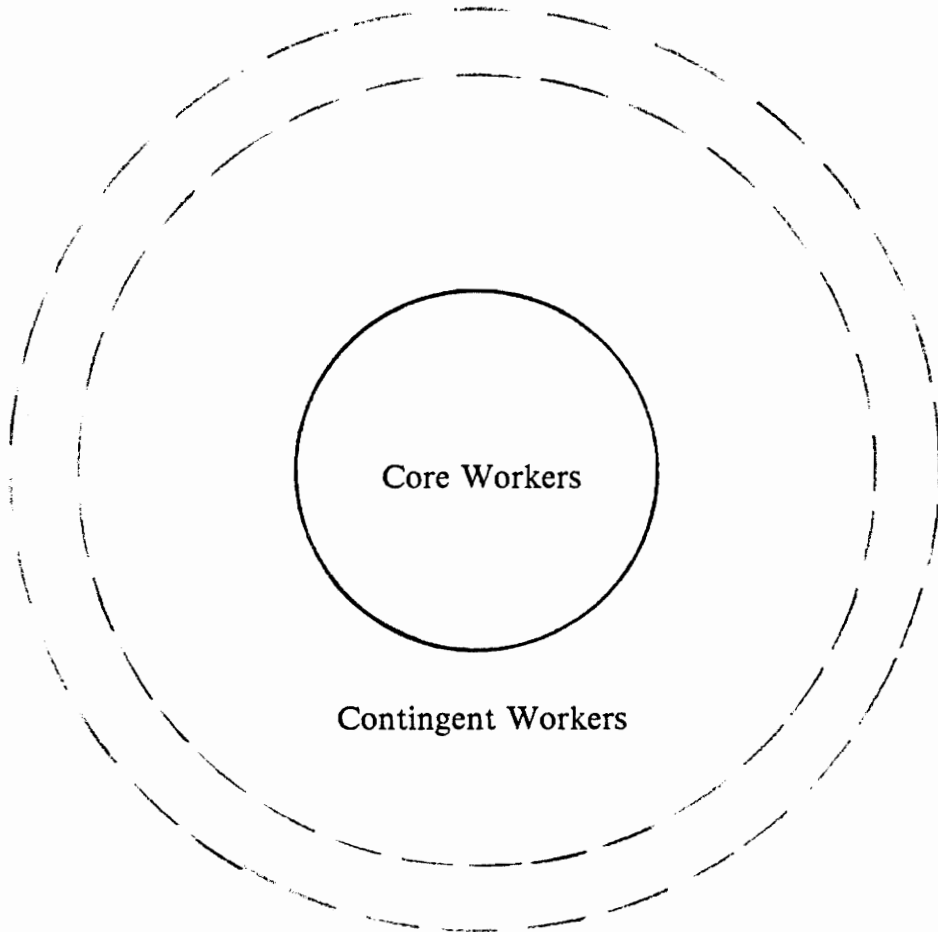
contracts typically are of very short duration. Because of their lack of commitment to each other, both workers and employers retain considerable flexibility and freedom to exercise other options. Workers tend to identify strongly with their occupation rather than their employer. In the day-laborer model, employers have no incentive to invest in training or skills development programs for workers. These models, of course, represent ideal types with most worker-organization linkages somewhere between the two extremes.

Focusing on the extreme cases, a number of researchers have distinguished between *core* and *contingent* workers (e.g., Doeringer and Piore 1971; Althausser and Kalleberg 1981; Levitan, Mangum, Marshall 1981; Sorenson 1981; Osterman 1982; Pfeffer and Cohen 1984; Baron and Bielby 1984; Mangum, Mayall, Nelson 1985; Edwards 1988; Belous 1989). Core workers are characterized by strong linkages to the employing organization while contingent workers lack strong linkages (see Figure 2.1).

Core workers are seen as an integral part of the organization. Core workers show a long-term attachment to the organization and enjoy relative job stability. They generally have an implicit agreement with the organization that they will be rewarded for their efforts with some measure of job security and opportunity for advancement. Contingent workers, by contrast, are not part of the organization. They are only weakly affiliated with a specific employer and have no stake in the future of the organization. Contingent workers do not show long-term attachment to the organization and generally have little or no job stability. Employers' obligations to contingent workers are minimal and usually limited to the terms of the written contract. Employers may use both core and contingent

**FIGURE 2.1**

**Core-Contingent Model**



*Core workers are seen as an integral part of the organization. They have a long-term attachment to the organization and enjoy relative job stability. They generally have an implicit agreement with the organization that they will be rewarded for their efforts with some measure of job security and opportunity for advancement.*

*In contrast, contingent workers are not part of the organization. They are only weakly affiliated with a specific employer and have no stake in the company. They generally have little or no job stability. Employers' obligations to contingent workers are minimal and usually limited to the terms of the written contract. The contingent work force expands and contracts over time (see dotted line above) given market conditions and the staffing needs of firms.*

workers, and the evidence in recent years suggests that many employers have altered their staffing strategies to accommodate larger proportions of contingent workers (Garges 1986; Carey and Hazelbaker 1986; Macauley 1986; US Department of Labor 1987; Nye 1988; Atkinson 1990).

The shift toward greater use of contingent workers promotes an overall weakening of worker-organization linkages and significantly affects workers and organizations. For this reason, the nature and consequences of contemporary worker-organization linkages is a particularly salient issue and warrants further study. This research is one step toward that end.

Worker-organization linkages can have both positive and negative impacts for individuals, for organizations, and for society at large (Mowday, Porter, Steers 1982). Strong linkages are not necessarily positive, nor are weak linkages necessarily to be avoided. However, in today's rapidly changing economic environment, the nature and strength of worker-organization linkages becomes an increasingly salient issue. This research examines the nature and strength of both permanent and contingent workers' ties to the work organization. Comparison of the two groups is expected to yield information of primary importance to both workers and employers.

## FIGURE 2.2

### Typologies of Commitment

Source: Revised from Robert Eugene Little. 1982. *An Examination of Structural and Attitudinal Variables to Occupational and Organizational Commitment*. Doctoral Dissertation. Blacksburg, VA: Virginia Polytechnic Institute and State University.

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Author(s)	Types of Commitment
Gouldner (1958)	Cosmopolitan Local
Katz and Kahn (1966)	Cosmopolitan internalization Local internalization
Etzioni (1961)	Moral involvement Calculative involvement Alienative involvement
Kanter (1968)	Continuance Cohesion Control
Buchanan (1974)	Attitudinal Behavioral
Porter, Steers, Mowday, Boulian (1974)	Attitudinal Behavioral
McGee and Ford (1987)	Affective Continuance
Mueller, Wallace, Price (1992)	Loyalty Intent to stay

## The Nature of Commitment

Despite the voluminous literature, there remains little agreement on the meaning of commitment. Over the years, the term has assumed various meanings.<sup>10</sup> Etzioni (1961), for example, using a model based on members' compliance with organizational directives, distinguishes among three types of organizational commitment, or involvement: *moral involvement*, *calculative involvement*, and *alienative involvement*. Etzioni defines *moral involvement* as "a positive and high-intensity orientation toward the organization based on internalization of organizational goals and values and identification with authority." Employee commitment, or involvement, in the organization is linked to a belief that the organization is pursuing useful societal goals. He defines *calculative involvement* as "a lower-intensity relationship with the organization based on a rational exchange of benefits and rewards." Members' commitment to the organization is based on what they see as a beneficial exchange relationship between their contribution to the organization and the rewards they receive. Etzioni's *alienative involvement* is defined as "a negative orientation toward the organization that is found in exploitative relationships" such as that found in prisons where involvement is the result of societal action.

Kanter (1968) identifies three types of commitment based on the requirements of organizations on the behavior of members. She defines *continuance commitment* as dedication to the survival of the organization. As members make personal sacrifices and investments, it becomes more difficult for them to leave

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<sup>10</sup> For selected typologies of commitment, see Figure 2.2.



the organization. *Cohesion commitment* is defined as attachment to the organization brought about by ceremonies or other activities that encourage group cohesion, such as the use of uniforms or badges, and employee orientation programs. *Control commitment* is defined as attachment to organizational norms that influence members' behavior in desirable directions. Kanter observes that organizations often use these approaches jointly to produce desirable behavior in employees.

Other researchers (e.g., Meyer and Allen 1984; McGee and Ford 1987) differentiate between *attitudinal* commitment and *behavioral* commitment. The former involves identification with the goals and values of the organization and the desire to continue membership in the organization (Buchanan 1974; Porter, Steers, Mowday, Boulian 1974). Attitudinal commitment is usually measured by means of verbal expression of one's willingness to exert effort on behalf of the organization. Behavioral commitment, on the other hand, involves the extent to which individuals become locked into the organization (Becker 1960; Shoemaker, Snizek, Bryant 1977) and the overt manifestation of such commitment, such as turnover, absenteeism, and job performance (Porter, Steers, Mowday, Boulian 1974; Mowday, Steers, Porter 1979; Rusbult and Farrell 1983; Dalton and Todor 1987; Lee and Mowday 1987). In a study of hospital employees, Mueller, Wallace, and Price (1992) identify loyalty and intent to stay as distinct forms of commitment. They argue that commitment is a multidimensional concept and encourage more integrated attempts to explain both forms of organizational commitment.

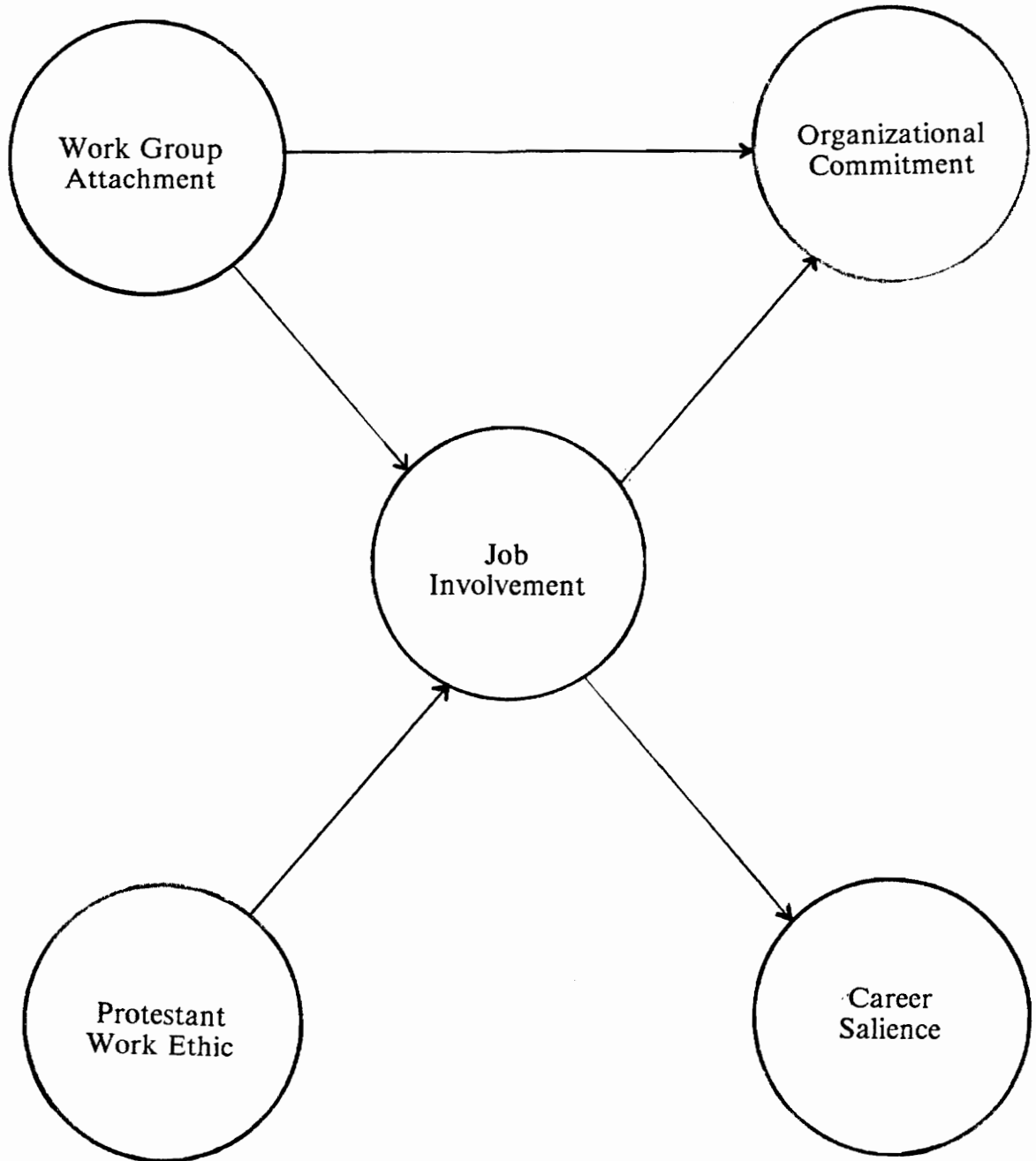
## **A Block-Recursive Model of Work Commitment**

The individual worker experiences varying degrees of commitment to several aspects of the work setting simultaneously: the value of work in general, the particular job itself, supervisors and co-workers, and the employing organization. While the antecedents and consequences of work commitment constructs have been widely studied (e.g., Mowday, Porter, Steers 1982), theoretical linkages among the major aspects of work commitment have received scant attention (Wiener and Vardi 1980; Morrow 1983; Randall and Cote 1991). The present study extends the model proposed by Randall and Cote (1991) which assumes a multivariate approach to the interrelationships of work commitment constructs. Figure 2.3 illustrates the interrelationships of five major components of work commitment as portrayed in the Randall-Cote model: work group attachment, Protestant work ethic, job involvement, career salience, and organizational commitment. The model depicts these forms of work commitment as distinct, but closely related, concepts.

In light of the failure of earlier models to explain adequately organizational commitment (Snizek and Little 1984), the present study extends the Randall-Cote (1991) model to include sets, or blocks, of sociodemographic and structural variables as well. Individual variables embedded within each block are presented in Figure 2.4. Work commitment constructs (attitudinal variables) addressed by the study include the Protestant work ethic, work role salience, job involvement, work group attachment, perceived organizational support, and job satisfaction. The sociodemographic block includes age, gender, marital status, educational level,

**FIGURE 2.3**

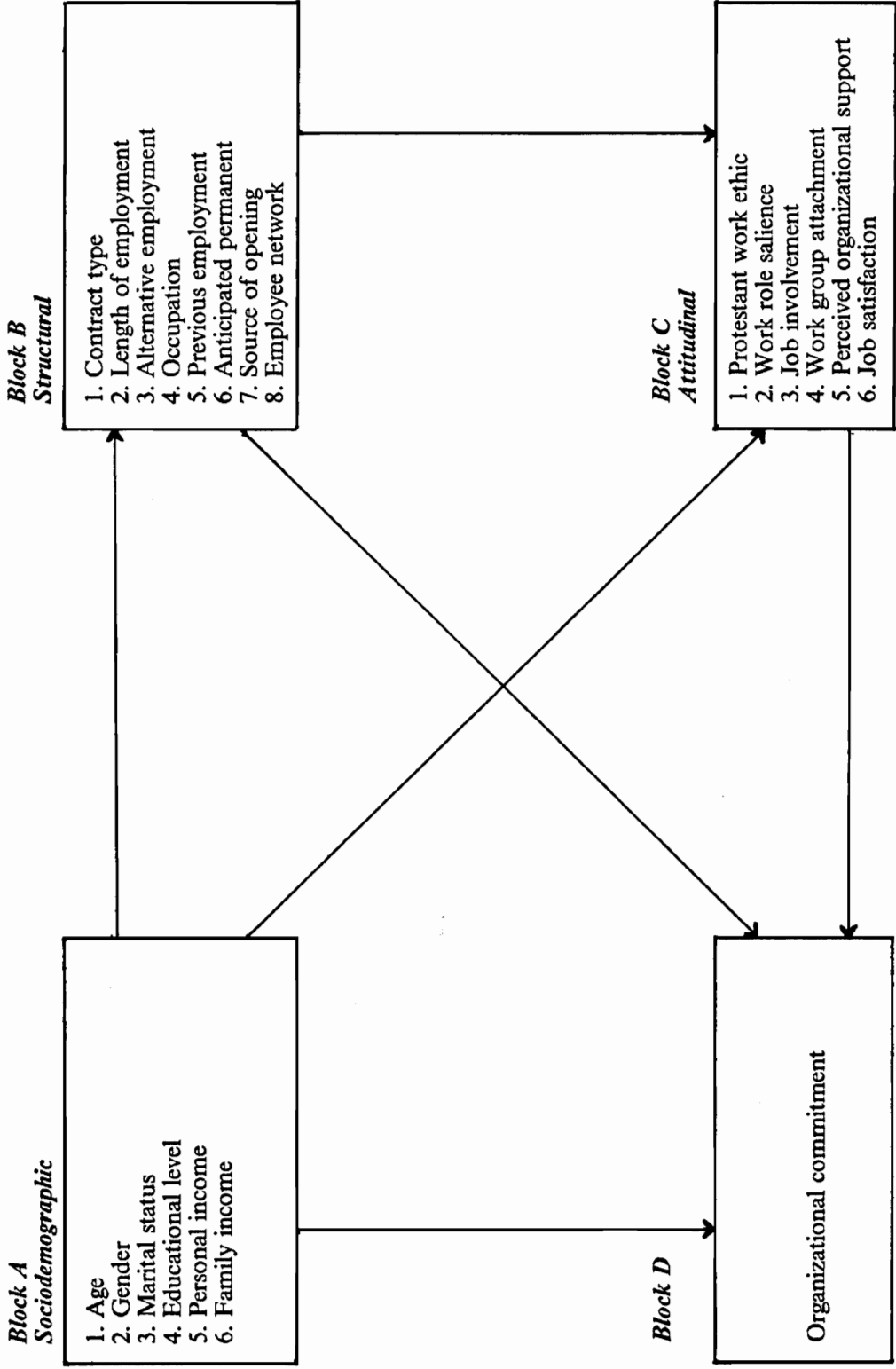
**Model of Relationships Among Work Commitment Constructs**



*Source:* Donna M. Randall and Joseph A. Cote. "Interrelationships of Work Commitment Constructs." *Work and Occupations* 18(2):194-211.

**FIGURE 2.4**

**Block-Recursive Model of Organizational Commitment**



personal income and family income. The structural block of variables includes type of employment contract, length of employment, occupational classification, previous employment with the organization, anticipated permanency of one's position, and strength of employee networks. The inclusion of structural and demographic, as well as attitudinal, components of the model will advance understanding of the various dimensions of commitment and the linkages among various components of the model. The use of a block-recursive technique thus allows the incorporation of a rather large number of variables into a relatively simple model.

The model (Figure 2.4) portrays organizational commitment as the end-product of the interrelationship of three systems: sociodemographic characteristics, the structural conditions of employment, and workers' attitudes toward work in general, as well as, the specific work environment. Individuals bring to the workplace certain sociodemographic attributes (e.g., age, gender, marital status, educational level, personal income, and family income) predisposing them to varying degrees of organizational commitment. Secondly, individuals experience various forms of structural conduciveness (e.g., type of contract, length of employment, the existence of alternative employment opportunities, occupational classification, previous employment with the same employer, anticipated permanency of the position, how employees first learned of the opening, and the strength of the employee network) toward expressions of organizational commitment. Finally, individuals have, through the process of socialization, internalized various norms, values, and beliefs (e.g., the Protestant work ethic, work role salience, job involvement, work group attachment, perceived organizational sup-

port, and job satisfaction) regarding appropriate workplace attitudes and behaviors.

### **Sociodemographic Variables**

The sociodemographic block of variables includes age, gender, marital status, educational level, personal income, and family income. Numerous studies have found personal traits of employees to be related to organizational commitment. Generally, as age increases, organizational commitment increases (e.g., Becker 1960; Hrebiniak and Alutto 1972; Alutto, Hrebiniak, Alonso 1973; Gould 1975; Shoemaker, Snizek, Bryant 1977; Steers 1977; Brief and Aldag 1980). Traditionally, women tend to report lower levels of organizational commitment than do men, (e.g., Gould 1975; Hodson and Sullivan 1985), although recent research finds organizational commitment increasing among women (Lorence 1987). The findings regarding the effects of education on organizational commitment are somewhat contradictory. Much of the existing research finds organizational commitment increasing with higher educational levels (e.g., Becker 1960; Alutto, Hrebiniak, Alonso 1973; Shoemaker, Snizek, Bryant 1977; Steers 1977). However, others (Steers 1977; Brief and Aldag 1980; Hodson and Sullivan 1985; Chelte and Tausky 1987) find declining organizational commitment with increasing education. Researchers have generally found income a strong direct predictor of organizational commitment (e.g., Simon 1957; Dubin, Hedley, Taveggia 1976; Hodson and Sullivan 1985).

### **Structural Variables**

The structural block of variables includes type of employment contract, length of employment, alternative employment opportunities, occupational clas-

sification, previous employment with the organization, anticipated permanency of the position, knowledge of the opening, and strength of the employee network. A number of these variables have been shown to have a positive effect on organizational commitment. Length of employment (e.g., Becker 1960; Hall, Schneider, Nygren 1970; Hrebiniak and Alutto 1972; Alutto, Hrebiniak, Alonso 1973; Gould 1975; Shoemaker, Snizek, Bryant 1977; Steers 1977); the absence of alternative employment opportunities (e.g., March and Simon 1958; Dansereau, Cashman, Graen 1974; Porter, Lawler, Hackman 1975); and occupational prestige (Hodson and Sullivan 1985) and relative degree of autonomy (Argyris 1964). Other research has demonstrated the importance of a strong employee network (e.g., Sheldon 1971; Buchanan 1974; Brief and Aldag 1980) to workers' levels of organizational commitment. Given the importance of the employee network, it is believed that for any group including large numbers of temporary workers, such factors as previous employment with the organization and anticipated permanency of the position, may affect levels of organizational commitment.

### **Attitudinal Variables**

The attitudinal block of variables includes the Protestant work ethic, work role salience, job involvement, work group attachment, perceived organizational support, and job satisfaction.

*Protestant Work Ethic.* Protestant work ethic endorsement is commonly viewed as a relatively fixed attribute over an individual's life course (Mirels and Garrett 1971). The Protestant work ethic is defined as the extent to which a person feels that personal worth results *only* from self-sacrificing work or occupational achievement (Blood 1969). This study assumes the Protestant work ethic

to be a work commitment construct of primary importance as it plays a determinant role in workers' affective responses in the workplace (Aldag and Brief 1975). The essence of the concept is that hard work is an end in itself, and one's personal worth is gauged by one's willingness to work hard.

*Work Role Salience.* Work role salience is defined as the importance of work and a career in one's total life (Greenhaus 1971, 1973). One of the less widely-used concepts, its utility should not be underestimated, as it is one of the few work commitment concepts that attempts to capture occupational or professional commitment beyond any specific work environment over an extended period of time (Morrow 1983). The determinants of work role salience remain elusive, and empirical studies involving work role salience have typically treated it as an independent variable (Greenhaus 1971; Greenhaus and Simon 1977).

*Job Involvement.* The most commonly used measure of job involvement defines the concept as the degree to which people identify psychologically with their work (Lodahl and Kejner 1965). The concept focuses on the degree of daily absorption in work activity.

*Work Group Attachment.* Work group attachment is defined as an individual's identification and sense of cohesiveness with other members of the organization (Randall and Cote 1991). Involvement with other members of the organization has been found to produce high levels of organizational commitment (Sheldon 1971).

*Perceived Organizational Support.* Workers' perceptions of the organization's commitment to them may be seen as a significant factor contributing to their commitment to the organization. A sizeable body of literature supports the



existence of a social exchange relationship between the worker and the organization (e.g., Barnard 1938; Etzioni 1961; Levinson 1965; Buchanan 1974, 1975; Gould 1979; Mowday, Porter, Steers 1982). Recent research (e.g., Eisenberger, Huntington, Hutchison, Sowa 1986) supports the social exchange view that organizational commitment is strongly influenced by perceived organizational support. Workers' perceptions of organizational support tends to increase their levels of attachment to, and identification with, the organization. Perceived organizational support also tends to increase workers' expectations that increased effort toward meeting organizational goals will be appropriately rewarded.

*Job Satisfaction.* While organizational commitment should be relatively stable over time, an individual's job satisfaction may vary from day to day and among specific aspects of the work environment (Quinn and Staines 1979). This study employs a facet-specific measure of job satisfaction designed to tap a worker's evaluation of six specific aspects of the work environment: comfort, challenge, financial rewards, relations with co-workers, resource adequacy, and opportunity for promotion.

### **Organizational Commitment: The Dependent Variable**

Following Mowday, Porter, and Steers (1982:21), this study defines organizational commitment as the relative strength of an individual's identification with, and involvement in, a particular organization.

Conceptually, it can be characterized by at least three factors: (a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership in the organization. When organizational commitment is defined in this fashion, it represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization's well-being.

This definition of organizational commitment involves the concept of individuals' willingness to give of themselves in order to promote the goals of the organization -- an exchange relationship (Buchanan 1974; 1975), not unlike Etzioni's (1961) *calculative involvement*. Individuals bring certain skills and abilities to the organization and therefore expect to apply their skills toward satisfying their basic needs. Commitment levels can be expected to vary with the extent to which the organization provides an environment in which such needs can be met.

As Mowday, Porter, and Steers (1982:21) point out, this definition does not exclude the possibility that employees may be committed to other entities, such as family, and religious or political organizations, but assumes that other commitments do not undermine or negate these aspects of organizational commitment.<sup>11</sup> This definition "simply assumes that regardless of these other possible commitments the organizationally committed individual will tend to exhibit the three characteristics identified in the foregoing definition."

### **Research Objectives**

This study has practical as well as theoretical implications. The research not only provides insight into the nature of contemporary organizations and members' attachments to them, but also yields practical information that can be utilized by management to promote the well-being of workers while achieving greater efficiency. The study differs from previous research in two respects: 1)

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<sup>11</sup> For discussion of organizational, versus occupational, commitment, see Thornton 1970; Snizek and White 1981; Snizek and Little 1984.

while much of the previous research has focused on bivariate analysis, the present study employs a multivariate approach; and 2) the study includes a subsample of temporary workers, which represent a relatively unstudied and rapidly growing category of workers. The study thus provides insight into the nature of contemporary organizations and members' attachment to them and greater comprehension of the general processes by which people come to identify with entities in their environment.

The study investigates the conditions under which workers' perceptions of an equitable exchange affects the strength of identification with and attachment to the organization. Frequent reference to employment as an exchange of effort and loyalty for material and social rewards (e.g., Barnard 1938; Etzioni 1961; Levinson 1965; Homans 1971; Gould 1979; Farrell and Rusbult 1981; Mowday, Porter, Steers 1982) suggests the usefulness of a social exchange approach to the study of worker-organization linkages. Individuals bring certain skills and abilities to the organization and therefore expect to apply their skills toward satisfying their basic needs (Etzioni 1961). Commitment levels can be expected to vary with the extent to which the organization provides an environment in which such needs can be met.

Organizational commitment, then, may be seen partly as a function of workers' perception of an equitable exchange (Etzioni 1961; Buchanan 1974; Gould 1979). Organizational commitment may also be expected to vary with the extent to which the individual has a vested interest in the organization (Becker 1960; Ritzer and Trice 1969; Shoemaker, Snizek, Bryant 1977). Moreover, since an organization consists ultimately of individuals, each worker's network of ties

within the organization can be expected to play an important role in the exchange relationship (e.g., Mayo 1933; Granovetter 1973; 1983, 1985). Given these considerations, the study tests the following hypotheses:

Hypothesis 1: *Organizational commitment is expected to increase directly with certain sociodemographic attributes (i.e., age, gender, marital status, educational level, personal income, and family income) among all workers, all else constant.*

Hypothesis 2: *Organizational commitment is expected to increase directly with generally supportive structural aspects of the work environment (i.e., contract type, length of employment, alternative employment opportunities, occupational classification, previous employment with the organization, anticipated permanency of the position, knowledge of the opening, and strength of the employee network) among all workers, all else constant.*

Hypothesis 3: *Organizational commitment is expected to increase directly with subjective measures of work attitudes (i.e., the Protestant work ethic, work role salience, job involvement, work group attachment, perceived organizational support, and job satisfaction) among all workers, all else constant.*

Given the tenuous nature of their employment, it can be expected that contingent workers will display weak affiliation with the organization. Having little or no job stability, and no stake in the future of the organization, temporary

workers can be expected to differ significantly from permanent workers. The study therefore tests the following hypothesis:

*Hypothesis 4: It is expected that salaried or classified staff (permanent) workers, will report greater organizational commitment than will hourly wage (temporary) workers, all else constant.*

The study employs a quasi-experimental research design allowing comparison of two categories of workers representing two specific types of employment contract: in-house temporaries (hourly wage workers) hired directly through the human resources department, and permanent (classified staff) employees of the organization. The sample is expected to reflect a continuum of worker-organization linkage from the strong affiliation of long-time permanent workers to the relatively weak affiliation of temporary workers. Examination of the nature of both permanent and contingent workers' ties to the work organization allows comparison of the two groups and is expected to yield information of primary importance to both workers and employers. It should be noted that strong linkages are not necessarily positive, nor are weak linkages necessarily to be avoided. However, in today's rapidly changing economic environment, the nature and strength of worker-organization linkages becomes an increasingly salient issue.

### **Summary**

While much has been written regarding the determinants and consequences of organizational commitment, the interrelationships among the various compo-

nents of work commitment have been little studied. The few attempts in the direction of a multivariate model of work commitment (e.g., Wiener and Vardi 1980; Morrow 1983; Randall and Cote 1991) suggest the utility of a multivariate approach to the broader concept of worker-organization linkage.

The present study is an attempt to integrate sociodemographic, structural, and attitudinal components into a comprehensive model. Moreover, the inclusion of both permanent and, previously unstudied, temporary workers both broadens the range of worker-organization linkages and provides insight on the trend toward widespread use of contingent labor. The following chapter will describe the research design and the statistical procedures employed in the study.

## CHAPTER 3

### RESEARCH METHOD: DESIGN AND MEASUREMENT

This chapter addresses the methodological techniques used in the study. The first section of the chapter delineates the research design of the study. The second section of the chapter describes the nature of the sample and the techniques employed in the selection of the sample. The third section discusses the measurement of the independent and dependent variables used in the study.

#### **Research Design**

The following discussion delineates the general research design employed in the study, and discusses the applicability of a block-recursive model of organizational commitment.

#### ***General Design***

The quasi-experimental research design allows comparison of two groups of workers representing two specific types of employment contract: in-house temporaries (hourly wage workers) hired directly through the human resources department, and permanent (classified staff) employees of the organization. Examination of the nature of both permanent and temporary workers' ties to the organization is accomplished by means of a standardized anonymous question-

naire. Embedded within the questionnaire are seven Likert-type scales,<sup>12</sup> most of which have been widely used to measure work commitment constructs. Also included in the questionnaire are sets, or blocks, of sociodemographic and structural variables thought to be related to organizational commitment. Given the large number of variables to be dealt with, a block-recursive<sup>13</sup> model is employed.

### *Assessing Relationships in a Block-Recursive Model*

As was shown in Chapters 1 and 2, a large number of variables have been associated with organizational commitment. Also, it was shown that much previous research has emphasized bivariate, rather than multivariate, relationships. The purpose of this research is twofold: 1) to develop a comprehensive model of organizational commitment; and 2) to apply that model to a sample of permanent and contingent workers. Development of a comprehensive model requires the researcher to take into account a rather large number of variables which have been identified as determinants of organizational commitment. A comprehensive model must also provide for multivariate, as opposed to simple bivariate, analysis.

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<sup>12</sup> Selection of appropriate scales was made with assistance from two handbooks of organizational measures (Cook, Hepworth, Wall, Warr 1981; Price and Mueller 1986) and a review of the general literature.

<sup>13</sup> A block-recursive model assumes relationships among entire *blocks* of variables, rather than among individual variables, and thus enables the researcher to deal with large numbers of variables in a relatively simple and efficient manner.



Given the purpose of this research, it is argued that use of a block-recursive<sup>14</sup> model is the most appropriate technique for accomplishing the research objectives. The following section discusses the utility of block-recursive modeling and expands on the appropriateness of the technique to this examination of the determinants of organizational commitment.

Briefly stated, a block-recursive model is a model which is subdivided into sets, or blocks, of current endogenous<sup>15</sup> variables rather than single endogenous variables. In general, causation runs from low-numbered blocks to higher-numbered blocks, and from low-numbered variables to higher-numbered variables within blocks. This approach allows consideration of a large number of variables and comparability with much of the earlier research.

Block-recursive systems, as described by Fisher (1971:248), "have similar properties to those of recursive systems when the model is thought of as subdivided into sets of current endogenous variables and corresponding equations...rather than into endogenous variables and their corresponding equations." As Miller (1971:281-282) notes:

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<sup>14</sup> Pedhazur (1982:596) defines a recursive model as "one in which all the variables are interconnected either by curved lines (among the exogenous variables) or by paths (among the exogenous and the endogenous variables, and among the endogenous variables themselves, and the assumptions about the residuals are tenable..." A block-recursive model assumes interrelationships among entire blocks of variables, rather than among individual variables.

<sup>15</sup> Pedhazur (1982:178) defines an *exogenous* variable as "a variable whose variability is assumed to be determined by causes outside the causal model under consideration....An *endogenous* variable, on the other hand, is one whose variation is to be explained by exogenous and other endogenous variables in the causal model."

The idea is of blocks, or categories of variables where the blocks are numbered in such a way, that we can say that while variables in lower-numbered blocks may cause variables in higher-numbered blocks, variables in higher-numbered blocks are not causes of variables in lower-numbered blocks. Further, variables in lower-numbered blocks are not related to unmeasured causes of variables in higher-numbered blocks. Then we must be able to choose variables from lower-numbered that are causes of some variables in higher numbered blocks but not of other variables in those blocks...

The block-recursive approach to causal modelling provides for one-way causation *between* blocks while recognizing the reciprocal influence among variables *within* blocks. Thus, Blalock (1971:155) observes:

blocks of variables are assumed to be causally prior to others, with no feedback being permitted from the latter to the former. This kind of assumption is, of course, needed in order to treat certain variables as predetermined in any given system. Thus if variables in Blocks A and B are assumed to be possible causes of variables in Block C, whereas the possibility of Block C variables affecting Blocks A and B is ruled out, then when one is studying the interrelationships among variables in Block C, he may utilize variables from blocks A and B as predetermined.

The researcher need not be concerned with relationships among variables with a given block. As Miller (1971:282) notes, "Nothing is said about the relationships among variables within the same block. Such variables may be reciprocally related, or even spuriously related." All indicators within a single block operate simultaneously on the dependent variable. In reference to causal interrelations, Sullivan (1971:333) asserts:

No assumptions about the causal interrelations of any one block of indicators need be made. They may take any form, including reciprocal causation.... We do not have to know which variables in Block A affect which variables in Block C, but we do assume that no variables in Block C affect Block A. That is, we assume a block recursive system, and attempt to assess relationships between, but not within, blocks.

In order to evaluate the relationships among the blocks of variables in the model of organizational commitment, multiple-partial correlations are calculated. The multiple-partial correlation assesses the relationship between a dependent vari-

able and several independent variables, while controlling for one or more independent variables. Blalock (1972) gives the general formula for the multiple-partial correlation as:

$$R_{i}^2(jk \dots n) \cdot (tu \dots w) = \frac{R_{i}^2(jk \dots n) - R_{i}^2(tu \dots w)}{1 - R_{i}^2(tu \dots w)}$$

where (tu ... w) = the block of control variables

(jk ... n) = the block of independent variables

i = indicator i of the dependent variables

In light of the large number of variables thought to be related to organizational commitment, and the preponderance of bivariate analysis of these relationships, it seems appropriate to employ a block-recursive model to determine the relative influence of each block of variables on organizational commitment. The block-recursive technique dramatically reduces the number of variables with which the researcher must deal and allows an assessment of the relative influence of each block of variables on the dependent variable. Paradoxically, the resulting model is both simpler, in terms of number of relationships, and more complex, in that it provides a more comprehensive explanation for varying levels of organizational commitment.

## The Sample

The sample for the study was drawn from payroll lists of employees of a large state university. Persons were selected for the study on the basis of their inclusion on one of two payroll rosters: the classified staff payroll, and the non-student hourly wage payroll. The study group is thus composed of two subsamples: permanent university employees in the former category, and temporary workers in the latter. A systematic random sample of 250 persons was drawn from the list of 2,060 permanent workers. Given the tendency of the temporary payroll to change with each pay period, all 605 temporary workers were included in the study to insure adequate sample size.

An anonymous questionnaire<sup>16</sup> was mailed to each subject through the campus mail system. Each questionnaire was accompanied by a cover letter explaining the purpose of the study and informing respondents that their participation in the study is voluntary and they may refuse to answer any or all questions, that all information they provide will be kept strictly confidential, and that all responses will be analyzed in a summary statistical form only. To further protect respondents' confidentiality, self-addressed stamped envelopes were provided in which to return the questionnaires through the U.S. Postal Service. After a three-week interval, all subjects were mailed a follow-up letter in which those who had completed and returned the questionnaire were thanked for their participation, and others were encouraged to do so.

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<sup>16</sup> The instrument, the cover letter, and the follow-up letter may be found in Appendix D.

After the follow-up reminder to complete and return the questionnaire, 416 usable questionnaires were returned, a response rate of 51.2 percent. As expected,<sup>17</sup> the response rate was somewhat higher among permanent employees; 168 returned their questionnaires, a response rate of 67 percent. Among the temporary workers, 248 usable questionnaires were returned, a response rate of 43 percent. In order to test for the possible presence of a significant response bias, the classified staff subsample<sup>18</sup> was divided into “early” and “late” returners. All variables were then correlated with organizational commitment for each half of the subsample (see Table 3.1). An examination of these results indicates few differences between early and late returners with respect to organizational commitment, thereby indicating the date of a questionnaire’s return to have little effect on the study’s results. The vast majority of variables tested showed no significant differences in their relationship to organizational commitment. Since late returners have been shown (Lehman, 1963; Schwirian and Blaine 1966-67)

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<sup>17</sup> The lower response rate among hourly wage (temporary) employees can be attributed to at least three factors: 1) the constant turnover of hourly wage employees renders any payroll list somewhat dated, and thus some potential respondents had already left the university when the questionnaire was distributed; 2) some questionnaires mailed to potential respondents’ departments (the only address available) were not delivered because clerical staff had no knowledge of the person’s employment since paychecks are picked up at the payroll office, not the departmental office; and 3) many hourly wage employees who did receive the questionnaire did not consider themselves “real” employees of the university, and returned the questionnaire only after being reassured that their responses were no less important than those of permanent employees.

<sup>18</sup> Since it was not possible to determine when hourly wage workers actually received their questionnaires, only classified staff are used for this analysis.

**TABLE 3.1****Pearson Correlation Coefficients of All Variables with  
Organizational Commitment; Early and Late Returns**

Variables	Early Returns N = 84	Late Returns N = 84
Age	.063	.383**
Gender	.122	.010
Marital status	.002	.005
Educational level	-.284**	-.411**
Personal income	.027	-.117
Family income	.059	-.042
Length of employment	.154	.286**
Alternative employment	.088	.065
Occupation	-.071	-.204
Previous employment	-.092	-.220*
Anticipated permanent	-.114	.189
Source of opening	-.173	-.003
Employee network	.152	.184
Protestant work ethic	.146	.215
Work role salience	.205	.065
Job involvement	.124	.181
Work group attachment	.196	.008
Perceived organizational support	.606**	.641**

Job satisfaction

.416\*\*

.266\*

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\*Significant at  $p < .05$ ; \*\*Significant at  $p < .01$ .

to be most like non-returners, there is no reason to believe that those workers surveyed who did not return their questionnaires are significantly different from the 416 employees who did return their questionnaires.

### **Measures of Variables**

Questionnaire items are designed to measure the Protestant work ethic, work role salience, job involvement, work group attachment, organizational commitment, perceived organizational support, and various facets of job satisfaction (viz., comfort, challenge, financial rewards, relations with co-workers, resource adequacy, and opportunity for promotion). A 5-point Likert-type scale is used for all scale items. In an effort to reduce response bias, several items are negatively phrased and reverse scored. To enhance comparability with other studies, the specific wording and response for many items correspond to those used in previous studies of various dimensions of work commitment: the Protestant work ethic (Blood 1969); work role salience (Greenhaus 1971); job involvement (Lodahl and Kejner 1965); work group attachment (Sheldon 1971; Randall and Cote 1991); organizational commitment (Mowday, Steers, Porter 1979); perceived organizational support (Eisenberger, Huntington, Hutchison, Sowa 1986); and job satisfaction (Quinn and Staines 1979). The questionnaire also solicits sociodemographic information (i.e., age, gender, marital status, educational level, personal income, and family income), as well as information regarding the nature and conditions of employment (i.e., contract type, length of employment, alternative employment opportunities, occupational classification, previous employ-



ment with the organization, anticipated permanency of the position, knowledge of opening, and strength of employee network).

### *The Dependent Variable*

The Organizational Commitment Questionnaire (Mowday, Steers, Porter 1979) is among the most widely used measures of organizational commitment. This study uses the 15-item scale to measure overall organizational commitment. Using a response format of 1 (strongly agree) to 5 (strongly disagree), respondents are asked to indicate their agreement or disagreement with each of the following statements:

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

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

*I feel very little loyalty to this university.*

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

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

*I am proud to tell others that I am part of this university.*

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

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

*It would take very little change in my present circumstances to cause me to leave this university.*

*I am extremely glad that I chose this organization to work for over*

*I was considering at the time I joined.*

*There is not too much to be gained by sticking with this university indefinitely.*

*Often, I find it difficult to agree with this university's policies on important matters relating to its employees.*

*I really care about the fate of this university.*

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

*Deciding to work for this university was a definite mistake on my part.*

Factor analysis<sup>19</sup> employing a principal axis solution was performed to extract the underlying attitudinal dimensions, or factors, which the statements are intended to measure. Factor loadings are presented in Table 3.2. All 15 items loaded on Factor 1 with loadings of 0.3 or higher. Items 15 and 9 load also on Factor 2 measuring the respondent's propensity for leaving or staying with the organization, and Items 13, 1, and 12 load on a third factor. The reliability of the scale is calculated using Cronbach's alpha.<sup>20</sup> The reliability coefficient of 0.88

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<sup>19</sup> Factor analyses performed on the two subsamples produced varying results for some variables. Since the objective of this research is to include *both* types of workers, reliance on the results of the full sample appears justified. Despite the differences between the two subsamples, maximum uniformity of measurement may be best achieved by relying on the factor analysis of the full sample. All factor analyses discussed in this section refer to the full sample.

<sup>20</sup> Lee J. Cronbach. 1951. "Coefficient Alpha and the Internal Structure of Tests." *Psychometrika* 16:297-334.

**TABLE 3.2**  
**Factor Loadings for Items Measuring**  
**Organizational Commitment**

Item	Statement	Factor Loading
<i>Factor 1:</i>		
OC2	I talk up this university to my friends as a great organization to work for.	.76590
OC6	I am proud to tell others that I am part of this university.	.74060
OC14	For me, this is the best of all possible organizations for which to work.	.69670
OC8	This university really inspires the best in me in the way of job performance.	.65251
OC13	I really care about the fate of this university.	.62890
OC1	I am willing to put in a great deal of effort beyond that normally expected of me in order to help this university be successful.	.62443
OC10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	.61762
OC5	I find that my values and the university's values are very similar.	.61133
OC11	There is not too much to be gained by sticking with this university indefinitely. (R)	.59406
OC15	Deciding to work for this university was a definite mistake on my part. (R)	.54753
OC9	It would take very little change in my	.48915

	present circumstances to cause me to leave this university. (R)	
OC4	I would accept almost any type of job assignment in order to keep working for this university.	.47453
OC3	I feel little loyalty to this university. (R)	.42352
OC12	Often, I find it difficult to agree with this university's policies on important matters relating to its employees. (R)	.35613
OC7	I could just as well be working for a different organization as long as the type of work was similar. (R)	.31152
<i>Factor 2:</i>		
OC15	Deciding to work for this university was a definite mistake on my part. (R)	.30738
OC9	It would take very little change in my present circumstances to cause me to leave this university. (R)	.44095
<i>Factor 3:</i>		
OC13	I really care about the fate of this university.	-.31254
OC1	I am willing to put in a great deal of effort beyond that normally expected of me in order to help this university be successful.	-.31991
OC12	Often, I find it difficult to agree with this university's policies on important matters relating to its employees. (R)	.30906

*Item Source:* Richard T. Mowday, Richard M. Steers, and Lyman W. Porter. 1979. "The Measurement of Organizational Commitment." *Journal of Vocational Behavior* 14:224-247.

is consistent with the results of previous applications (e.g., Randall and Cote 1991;  $\alpha = 0.90$ ) and supports retaining all 15 items for regression analysis.

Summated scores are calculated by summing responses to the 15 statements. Scale scores may range from a low of 15 to a high of 75. A high score on the scale indicates the relative strength of an individual's identification with, and involvement in, a particular organization. The mean summated score for the full sample is 47.95 with a standard deviation of 10.28. The mean summated score is only slightly higher for classified staff than for hourly wage workers, with scores of 48.55 and 47.58, respectively.

To put these results in perspective, Randall and Cote (1991) report a mean item score of 3.39<sup>21</sup> with respect to organizational commitment. The mean item score for workers surveyed in this study was slightly less at 3.20. Among classified staff, the item mean is \_\_\_\_\_; for hourly wage workers, the item mean is \_\_\_\_\_. It should be noted that Randall and Cote (1991) examined *only* classified staff in their study.

Since university employees are usually state employees as well, a 5-item short form of the organizational commitment scale was used to measure commitment to the state as an employer. Using a response format of 1 (strongly agree) to 5 (strongly disagree), respondents are asked to indicate their agreement or disagreement with each of the following statements:

*I talk up the state of \_\_\_\_\_ as a great employer.*

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<sup>21</sup> The score of 3.39 has been adjusted to a 5-point scale. Randall and Cote (1991) actually report a mean item score of 4.74, based on a 7-point scale.

*I feel little loyalty to the state of \_\_\_\_\_.*

*I would accept almost any type of job assignment in order to keep working for the state of \_\_\_\_\_.*

*I am proud to tell others that I am an employee of the state of \_\_\_\_\_.*

*Deciding to work for the state of \_\_\_\_\_ was a definite mistake on my part.*

Again, factor analysis was performed to extract underlying factors which the statements intend to measure. As shown in Table 3.3, the five items selected to measure state commitment all load on Factor 1. The reliability coefficient (Cronbach's alpha = 0.75) is lower than for the full 15-item scale, but still a respectable measure.

The range of possible scores on the scale is from a low of 5 to a high of 20. A high score on the scale indicates the relative strength of an individual's identification with, and involvement in, a particular organization. The mean summated score for the full sample is 15.43, with a standard deviation of 4.05. The classified staff and hourly wage subsamples report mean summated scores of 15.59 and 15.37, respectively.

### ***The Independent Variables***

The model comprises three sets, or blocks, of variables thought to be related to organizational commitment: sociodemographic variables, structural variables, and attitudinal variables. Measurement of the variables within each block is described below.

**TABLE 3.3**  
**Factor Loadings for Items Measuring**  
**State Commitment**

Item	Statement	Factor Loading
<i>Factor 1:</i>		
SC4	I am proud to tell others that I am an employee of the state of _____.	.83245
SC1	I talk up the state of _____ as a great employer.	.79567
SC5	Deciding to work for the state of _____ was a definite mistake on my part. (R)	.53953
SC3	I would accept almost any type of job assignment in order to keep working for the state of _____.	.49081
SC2	I feel little loyalty to the state of _____ . (R)	.42993

*Item Source:* Richard T. Mowday, Richard Steers, and Lyman W. Porter. 1979. "The Measurement of Organizational Commitment." *Journal of Vocational Behavior* 14:224-247.

## Sociodemographic Variables

The model assumes that certain sociodemographic characteristics (i.e., age, gender, marital status, educational level, personal income, and family income) predispose workers to varying levels of organizational commitment. Measurement of the variables within the sociodemographic block is discussed below.

*Age.* The respondent's age was determined by asking respondents to indicate their age at last birthday. Responses were coded in actual years. Respondents range in age from 17 years for the youngest respondent to 87 years for the oldest respondent. The median age of respondents is 35 years.<sup>22</sup> Respondents report a median age of 38 years for classified staff and 32 for hourly wage workers. The youthfulness of the full sample appears to be accounted for by the relatively younger hourly wage workers.

*Gender.* Respondents were asked their gender -- male or female. Responses indicate that roughly one-third of the respondents are male and the remaining two-thirds female; 28.9 percent of classified staff and 36.7 percent of hourly wage workers are male; 71.1 percent of classified staff and 63.3 percent of hourly wage workers are female.<sup>23</sup>

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<sup>22</sup> The presence of extreme values for a number of sociodemographic variables renders the median a more representative measure than the mean. To avoid distortion from extreme values, the median will be used except where noted.

<sup>23</sup> It is noteworthy that males comprise a larger proportion of temporary than of permanent workers. The larger proportion of males is inconsistent with common perceptions regarding temporary workers, and also with fairly recent Department of Labor statistics (Howe 1986) which suggest that temporary workers are predominantly female. However, as temporary employment continues to proliferate in a large range of



*Marital Status.* Each respondent's marital status was recorded as "never married", "married", or "divorced/widowed". More than half of all respondents are currently married. Responses indicate that 21.1 percent of classified staff and 42.7 percent of hourly wage workers have never married; 68.7 percent of classified staff and 51.2 percent of hourly wage workers are currently married; and 10.2 percent of classified staff and 6.1 percent of hourly wage workers are divorced or widowed.

*Educational Level.* Educational level was determined by a single fixed-choice item with six alternatives: up to high school, high school, some college, two-year degree, four-year degree, and graduate degree. Responses presented in Table 3.4 indicate that 3.0 percent of permanent and 5.3 percent of temporary workers have completed some high school work; 25.1 percent of permanent and 13.9 percent of temporary workers have completed high school; 18.0 percent of permanent and 17.1 percent of temporary workers have done some college work; 10.2 percent of permanent and 8.6 percent of temporary workers have earned two-year degrees; 25.7 percent of permanent and 24.5 percent of temporary workers have earned four-year degrees; 18.0 percent of permanent and 30.6 percent<sup>24</sup> of temporary workers have earned graduate degrees.

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industries (Garges 1986; Scelsi 1987; Carey and Hazelbaker 1986) and among diverse occupational groups (Berk-Levine 1986; Halcrow 1988; Davidson 1990), it can be expected that larger numbers of male workers will come to be involved in temporary employment. In other words, this sample may represent, not an aberration, but an accurate reflection of the impact of recent trends in temporary employment practices.

<sup>24</sup> This figure appears to be inflated by a number of doctoral, and post-doctoral, students and former stu-

**TABLE 3.4**  
**Educational Level of Respondents**  
**Frequencies and Percentages by Contract Type**

Educational Level	Classified Staff	Hourly Wage	All Respondents
Up to high school	5 ( 3.0)	13 ( 5.3)	18 ( 4.4)
High school	42 (25.1)	34 (13.9)	76 (18.6)
Some college	30 (18.0)	42 (17.1)	72 (17.4)
Two-year degree	17 (10.2)	21 ( 8.6)	38 ( 9.2)
Four-year degree	43 (25.7)	60 (24.5)	103 (24.9)
Graduate degree	30 (18.0)	75 (30.6)	105 (25.4)

dents employed by the university. Several former students wrote in the comments section that they have chosen to remain in the area while student-fiancées complete their degrees; others have been unable to find suitable employment in their fields.

*Personal Income.* Each respondent's personal income was measured by asking the following question: "Approximately what would you say is your annual personal income. Round to the nearest thousand dollars \_\_\_\_" Responses were coded into ten \$5,000 intervals. As shown in Table 3.5, a substantial majority of the respondents, 72.9 percent of the permanent and 96.1 percent of the temporary workers, earn less than \$25,000 annually.

*Family Income.* Each respondent's family income was measured by asking the following question: "Approximately what would you say is your annual family income. Round to the nearest thousand dollars \_\_\_\_". Responses were coded into ten \$10,000 intervals. As indicated in Table 3.6, more than half the respondents, 50.4 percent of the permanent and 61.7 percent of the temporary workers, report annual family incomes of less than \$40,000.

### **Structural Variables**

The model assumes that structural conditions of one's employment (i.e., contract type, length of employment, alternative employment opportunities, occupational classification, work history, with the organization, anticipated permanency of the position, knowledge of the opening, and strength of the employee network) influence the strength of commitment to the organization. Measurement of the variables within the structural block is discussed below.

**TABLE 3.5****Personal Income of Respondents  
Frequencies and Percentages by Contract Type**

Income Level	Classified Staff	Hourly Wage	All Respondents
Under \$5,000	1 ( 0.8)	30 (14.8)	31 ( 9.3)
5,000-9,999	2 ( 1.6)	69 (34.0)	71 (21.3)
10,000-14,999	18 (14.0)	65 (32.0)	83 (25.1)
15,000-19,999	42 (32.6)	20 ( 9.9)	62 (18.6)
20,000-24,999	31 (24.0)	11 ( 5.4)	42 (12.6)
25,000-29,999	13 (10.1)	6 ( 3.0)	19 ( 5.7)
30,000-34,999	6 ( 4.7)	1 ( 0.5)	7 ( 2.4)
35,000-39,999	3 ( 2.3)	1 ( 0.5)	4 ( 1.2)
40,000-44,999	6 ( 4.7)	0 ( 0.0)	6 ( 1.8)
45,000 and over	7 ( 5.4)	0 ( 0.0)	7 ( 2.1)

**TABLE 3.6**  
**Family Income of Respondents**  
**Frequencies and Percentages by Contract Type**

Income Level	Classified Staff	Hourly Wage	All Respondents
Under \$10,000	2 ( 1.6)	22 (12.2)	24 ( 7.8)
10,000-19,999	14 (11.2)	39 (21.7)	53 (17.3)
20,000-29,999	25 (20.0)	24 (13.3)	49 (16.0)
30,000-39,999	22 (17.6)	26 (14.4)	48 (16.0)
40,000-49,999	24 (19.2)	22 (12.2)	46 (15.0)
50,000-59,999	15 (12.0)	16 ( 8.9)	31 (10.1)
60,000-69,999	9 ( 7.2)	11 ( 6.1)	20 ( 6.5)
70,000-79,999	8 ( 6.4)	5 ( 2.8)	13 ( 4.6)
80,000-89,999	1 ( 0.8)	5 ( 2.8)	6 ( 2.0)
90,000 and over	5 ( 4.0)	10 ( 5.6)	15 ( 4.9)

*Job Category.* Respondents were asked to indicate their status as “classified staff”, or “hourly wage” employees. Of the 416 respondents, 168 (40 percent) are classified staff and 248 (60 percent) are hourly wage employees.

*Length of Employment.* Length of employment was measured by asking the following question: “What year were you hired? by the university, 19\_\_\_\_; by your current department, 19\_\_\_\_; in your present position, 19\_\_\_\_.” Length of employment was calculated and then recorded in actual years. Years of employment with the university range from less than one year to 37 years. The median length of employment with the university is about three years. The median length of employment for classified staff is eight years, and for hourly wage workers, less than one year.

*Alternative Employment.* The availability of other employment options was measured by the following item: “If I were laid off, I could easily find comparable work in this area.” Respondents were asked to indicate their agreement or disagreement with the statement using the same response categories as used in the attitudinal scales, i.e., 1 (strongly agree) to 5 (strongly disagree). Their responses indicate a relative lack of alternative employment opportunities in the area.

*Occupation.* Each respondent’s occupation was determined by asking the following question: “What is your job title? \_\_\_\_\_” Responses were classified according to the system of occupational classification used by the university.<sup>25</sup> As indicated in Table 3.7, nearly a third of the respondents, 37.6 percent of classified staff and 29.7 percent of hourly wage workers, are involved in office and clerical

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<sup>25</sup> This item was not pre-coded because most workers do not use this classification to describe themselves.

**TABLE 3.7****Occupational Categories of Respondents  
Frequencies and Percentages by Contract Type**

Occupation	Classified Staff	Hourly Wage	All Respondents
Administrative	12 ( 8.1)	10 ( 4.6)	22 ( 5.9)
Professionals	35 (23.5)	21 ( 9.6)	56 (15.2)
Technicians	22 (14.8)	37 (16.9)	59 (16.0)
Protective Services	0 ( 0.0)	5 ( 2.3)	5 ( 1.4)
Paraprofessionals	7 ( 4.7)	37 (16.9)	44 (11.9)
Office/Clerical	56 (37.6)	65 (29.7)	121 (32.7)
Skilled Craft Workers	7 ( 4.7)	6 ( 2.7)	13 ( 3.5)
Service/Maintenance	10 ( 6.7)	38 (17.4)	48 (13.0)

work. Among the remaining two-thirds of the respondents, 14.8 percent of classified staff and 16.9 percent of hourly wage workers are employed as technicians; 23.5 percent of classified staff and 9.6 percent of hourly wage workers professionals; 6.7 percent of classified staff and 17.4 percent of hourly wage workers are employed as service and maintenance workers; 4.7 percent of classified staff and 16.9 percent of hourly wage workers are paraprofessionals; 8.1 percent of classified staff and 4.6 percent of hourly wage workers fill administrative positions; 4.7 percent of classified staff and 2.7 percent of hourly wage workers perform skilled craft work; and 2.3 percent of hourly wage workers are employed in protective services.<sup>26</sup>

*Previous Employment by the University.* Respondents were asked whether they had been previously employed by the university in either temporary or permanent capacities. Their responses indicate considerable overlap in these categories. More than 15 percent of hourly wage workers report permanent assignments, and more than 29 percent have previously served as temporary workers. Among classified staff, nearly 16 percent report previous temporary employment with the university, and more than 25 percent report previous permanent employment.<sup>27</sup>

*Anticipated Permanent Employment.* Hourly wage (temporary) employees were asked whether they anticipate permanent employment within the university.

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<sup>26</sup> No classified staff respondents reported employment in protective services.

<sup>27</sup> These figures include a large number of respondents whose written comments indicate intermittent employment with the university.



Thirteen percent indicate they do expect permanent employment, 53 percent do not anticipate permanent employment, and 34 percent are uncertain as to whether they will become permanent employees at some future date.

*Knowledge of Opening.* How respondents first learned of the opening was determined by their response to the following question: “How did you first learn of this opening?” Six response choices were provided: “friends”, “relatives”, “state employment agency listing”, “classified ads”, “employment hotline”, and “other”. More than 31 percent of the permanent workers and nearly 47 percent of the temporary workers first learned of the opening from friends and relatives.

*Employee Network.* Three items are used to tap into employee networks: the number of friends employed by the university, the number of relatives so employed, and whether the respondent’s spouse is employed by the university. Among married respondents, 32 percent of permanent and 36 percent of temporary workers indicate the spouse is a university employee; 68 percent of permanent and 64 percent of temporary workers indicate the spouse is not employed by the university (Table 3.8).

The number of friends employed by the university was determined by asking the following question: “How many of your friends work for this university?” Many respondents were unable to provide a specific number and resorted instead to expressions such as “a few”, “a whole bunch”, “most”, and “all”. Their reluctance to use numbers made it necessary to arbitrarily convert all responses to an ordinal scale: none, some, many. While over half the respondents, 58.5 percent of classified staff and 55.9 percent of hourly wage workers, report having “some” friends employed by the university, a surprising 43.7 percent of classified

**TABLE 3.8**  
**Friends and Relatives with Same Employer**  
**Frequencies and Percentages by Contract Type**

	Classified Staff	Hourly Wage	All Respondents
<i>Friends:</i>			
None	10 ( 6.8)	45 (20.3)	55 (14.8)
Some	86 (58.5)	124 (55.9)	210 (57.2)
Many	51 (34.7)	53 (23.9)	104 (28.0)
<i>Relatives:</i>			
None	88 (53.7)	172 (72.3)	260 (64.8)
Some	70 (42.7)	64 (26.9)	134 (33.2)
Many	6 (3.7)	2 ( 0.8)	8 ( 2.0)
<i>Spouse:</i>			
No	83 (53.2)	87 (39.7)	170 (45.3)
Yes	39 (25.0)	49 (22.4)	88 (23.5)
Not married	34 (21.8)	83 (37.9)	117 (31.2)

staff and 23.9 percent of hourly wage workers report “many” friends among university employees.

The number of relatives employed by the university was determined in the same manner as described above. As indicated in Table 3.8, “none” was reported by 53.7 percent of classified staff and 72.3 percent of hourly wage workers; 42.7 percent of classified staff and 26.9 percent of hourly wage workers report “some”; and 3.7 percent of classified staff and 0.8 percent of hourly wage workers report “many” relatives employed by the university. The friendship network appears much more dense than the kinship network.

### **Attitudinal Variables**

The study employs two distinct types of attitudinal measures: attitudes toward work in general, and attitudes toward the particular organization in which one is presently working. General attitudes toward work are measured in terms of the Protestant work ethic, work role salience, and job involvement. Organizational attitudes are measured in terms of work group attachment, perceived organizational support, and job satisfaction. Summated index means and standard deviations are presented in Table 3.9.

*Protestant Work Ethic.* Workers’ attitudes toward work in general and the extent to which a person feels that personal worth results *only* from self-sacrificing work is determined by their responses to statements regarding the value of work. One of the most frequently used measures of work values is Blood’s (1969) eight-item scale, which comprises two dimensions: a pro-Protestant ethic subscale and a non-Protestant ethic subscale. The findings of previous studies (Aldag and Brief 1975; Randall and Cote 1991) warrant sepa-

**TABLE 3.9**  
**Index Means and Standard Deviations**

Construct	Classified Staff		Hourly Wage		All Employees	
	Mean	SD	Mean	SD	Mean	SD
Protestant Work Ethic	15.22	3.05	15.48	2.80	15.38	2.90
Work Role Salience	28.52	5.25	30.38	5.10	29.65	5.22
Job Involvement	8.86	2.98	9.18	3.18	9.06	3.10
Work Group Attachment	20.28	5.96	19.95	5.31	20.07	5.57
Organizational Commitment	48.55	9.87	47.58	1.52	47.95	10.28
State Commitment	15.59	3.99	15.37	4.08	15.43	4.05
Perceived Organizational Support	44.58	11.93	45.17	13.04	44.91	12.57
Job Satisfaction	64.34	11.38	66.35	11.76	65.47	11.64

ration of the two subscales. Consistent with past literature (Morrow 1983; Randall and Cote 1991), this study uses only the four-item pro-Protestant ethic subscale. Using a response format of 1 (strongly agree) to 5 (strongly disagree), respondents are asked to indicate their agreement or disagreement with each of the following statements:

*Hard work makes one a better person.*

*Wasting time is as bad as wasting money.*

*A good indication of a person's worth is how well they do their job.*

*If all other things are equal, it is better to have a job with a lot of responsibility than one with little responsibility.*

Factor analysis employing a principal axis solution was performed to extract the underlying attitudinal dimensions, or factors, which the statements are intended to measure. Factor loadings are presented in Table 3.10. Consistent with previous research (e.g., Aldag and Brief 1975; Randall and Cote 1991), the four items form a unidimensional scale. The internal consistency of the index items (Cronbach's alpha = 0.58) is consistent with previous research (e.g., Randall and Cote 1991; alpha = 0.54) and considered sufficient, given the small number of items in the index.

Summated scores<sup>28</sup> are calculated by summing responses to the four statements. Scale scores may range from a low of 4 to a high of 20. A high score on the scale indicates agreement with the notion that personal worth results *only*

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<sup>28</sup> Item means and scale means for each category of worker are presented in Appendix C.

**TABLE 3.10****Factor Loadings for Items Measuring  
Protestant Work Ethic**

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Item	Statement	Factor Loading
<i>Factor 1:</i>		
PWE3	A good indication of a person's worth is how well they do their job.	.60103
PWE1	Hard work makes one a better person.	.58646
PWE4	If all things are equal, it is better to have a job with a lot of responsibility than one with little responsibility.	.43340
PWE2	Wasting time is as bad as wasting money.	.40951

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*Item Source:* M. R. Blood. 1969. "Work Values and Job Satisfaction." *Journal of Applied Psychology* 53:456-459.

from self-sacrificing work. In the full sample, the mean summated score is 15.38 with a standard deviation of 2.90. Classified staff and hourly wage workers express similarly strong work ethic values with summated scale means of 15.22 and 15.48, respectively.

*Work Role Salience.* Work role salience is measured by a set of statements assessing the importance of work and a career in one's total life. Greenhaus's (1971) career salience scale is the most often used measure of career, or work role, salience.<sup>29</sup> The 27-item scale is comprised of three subscales: the relative importance of work and career, planning and thinking about career, and general attitudes toward work. This study uses only the latter subscale, nine items designed to measure general attitudes toward work. Using a response format of 1 (strongly agree) to 5 (strongly disagree), respondents are asked to indicate their agreement or disagreement with each of the following statements:

- Work is one of the few areas of life where you can gain real satisfaction.*
- To me, a job should be viewed primarily as a way of making good money.*
- It is difficult to find satisfaction in life unless you enjoy your job.*
- Work is one of those necessary evils.*
- I look at my career as a means of expressing myself.*
- I would consider myself extremely career-minded.*
- I could never be truly happy in life unless I achieved success in my job or career.*

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<sup>29</sup> As described in Greenhaus and Sklarew (1981), both the concept and the scale are now referred to as Work Role Salience.

*I want to be able to pretty much forget my job when I leave work in the evenings.*

*The whole idea of working and holding a job is kind of distasteful to me.*

Factor analysis employing a principal axis solution was performed to extract the underlying factors which the statements are intended to measure. Factor loadings are presented in Table 3.11. Of the 9 statements, 5 items with loadings of 0.3 or higher loaded on Factor 1. The remaining four items, all reverse-coded items, form a second factor. As with the Protestant work ethic index, reliability is relatively low (Cronbach's alpha = 0.57), but again consistent with previous research (e.g., Randall and Cote 1991; alpha = 0.64), and given the small number of items, a fairly reliable measure.

The range of possible scores on the scale is from a low of 9 to a high of 45. A high score on the scale indicates the importance of work and a career in one's total life. The mean summated score in the full sample is 29.65 with a standard deviation of 5.22. The mean summated score for hourly wage workers, 30.38, is slightly higher than for classified workers, 28.52, a finding inconsistent with generally accepted beliefs regarding persons who seek temporary employment.

*Job Involvement.* Job involvement is determined by each worker's response to a set of statements regarding the degree of daily absorption in work activity. The measure of job involvement is Lodahl and Kejner's (1965) six-item job involvement scale. This study uses the four-item subset popularized by Lawler and Hall (1970), eliminating two of the six original items. Using a response format of 1 (strongly agree) to 5 (strongly disagree), respondents are asked to indicate their agreement or disagreement with each of the following statements:



**TABLE 3.11**  
**Factor Loadings for Items Measuring**  
**Work Role Salience**

Item	Statement	Factor Loading
<i>Factor 1:</i>		
WRS7	I could never be truly happy in life unless I achieved success in my job or career.	.80449
WRS6	I would consider myself extremely "career-minded."	.67191
WRS3	It is difficult to find satisfaction in life unless you enjoy your job.	.48696
WRS5	I look at my career as a means of expressing myself.	.42461
WRS1	Work is one of the few areas of life where you can gain real satisfaction.	.39635
<i>Factor 2</i>		
WRS4	Work is one of those necessary evils. (R)	.59845
WRS9	The whole idea of working and holding a job is kind of distasteful to me. (R)	.45965
WRS2	To me, a job should be viewed primarily as a means of making money. (R)	.41502
WRS8	I want to be able to pretty much forget my job when I leave work in the evenings. (R))	.33005

*Item Source:* Jeffrey H. Greenhaus. 1971. "An Investigation of Career Salience in Vocational Behavior." *Journal of Vocational Behavior* 1:209-216.

*The most important things that happen to me involve my job.*

*I am very much involved personally in my job.*

*I live, eat, and breathe my job.*

*The major satisfaction in my life comes from my job.*

Factor analysis employing a principal axis solution was performed to extract the underlying factors which the statements are intended to measure. Factor loadings are presented in Table 3.12. As with the Protestant work ethic, the four items form a unidimensional scale, with all four items loading on Factor 1. Index reliability (Cronbach's alpha = 0.71) is consistent with previous research (e.g., Randall and Cote 1990; alpha = 0.81).

Summated scores (see Appendix C) are calculated by summing responses to the four statements. Scale scores may range from a low of 4 to a high of 20. A high score on the scale indicates a high degree of daily absorption in work activity. Hourly wage workers express slightly higher job involvement than do classified staff, with mean summated scores of 9.18 for hourly wage workers and 8.86 for classified staff. While this finding challenges popular beliefs, it is consistent with scores on the Protestant work ethic scale above.

*Work Group Attachment.* To measure work group attachment, the study uses Randall and Cote's (1991) expanded version of Sheldon's (1971) three-item social involvement scale. Using a response format of 1 (strongly agree) to 5 (strongly disagree), respondents are asked to indicate their agreement or disagreement with each of the following statements:

**TABLE 3.12**  
**Factor Loadings for Items Measuring**  
**Job Involvement**

Item	Statement	Factor Loading
<i>Factor 1:</i>		
J14	The major satisfaction in my life comes from my job.	.84099
J11	The most important things that happen to me involve my job.	.69486
J13	I live, eat, and breathe my job.	.62759
J12	I am very much involved personally in my job.	.35089

*Item Source:* Thomas M. Lodahl and Mathilde Kejner. 1965. "The Definition and Measurement of Job Involvement." *Journal of Applied Psychology* 49(1):24-33.

*I frequently have opportunities to develop close friendships at work.*

*I frequently have opportunities to interact socially with my co-workers on the job.*

*I frequently have opportunities to interact socially with my co-workers off the job.*

*Some of my best friends are the people I work with.*

*I feel very much a part of the people I work with.*

*I frequently have off-the-job contacts with my work colleagues.*

Factor analysis employing a principal axis solution was performed to extract the underlying factors which the statements are intended to measure. Factor loadings are presented in Table 3.13. As with the Protestant work ethic and with job involvement, the six items loaded on a single factor, forming a unidimensional scale. The reliability coefficient (Cronbach's alpha = 0.85) is consistent with previous research (e.g., Randall and Cote 1990; alpha = 0.75) and a reliable measure of work group attachment.

The range of possible scores on the scale is from a low of 6 to a high of 30. A high score on the scale indicates a high degree of social involvement with one's co-workers. Both subsamples, classified staff and hourly wage, report similar degrees of work group attachment, with mean summated scores of 20.28 for classified staff and 19.95 for hourly wage workers. In the full sample, the mean summated score is 20.07 with a standard deviation of 5.57.

*Perceived Organizational Support.* The Survey of Perceived Organizational Support (Eisenberger, Huntington, Hutchison, Sowa 1986) is designed to measure the extent to which workers believe the organization values their contributions

**TABLE 3.13****Factor Loadings for Items Measuring  
Work Group Attachment**

Item	Statement	Factor Loading
<i>Factor 1:</i>		
WGA6	I frequently have off-the-job contacts with my work colleagues.	.80632
WGA4	Some of my best friends are the people I work with.	.76333
WGA3	I frequently have opportunities to interact socially with my co-workers <i>off the job</i> .	.73234
WGA5	I feel very much a part of the people I work with.	.68067
WGA1	I frequently have opportunities to develop close friendships at work.	.64513
WGA2	I frequently have opportunities to interact socially with my co-workers <i>on the job</i> .	.50383

*Item Source:* Donna M. Randall and Joseph A. Cote. 1991. "Interrelationships of Work Commitment Constructs." *Work and Occupations* 18(2):194-211.

and cares about their well-being. This study uses a 16-item short form of the original 36-item scale. Using a response format of 1 (strongly agree) to 5 (strongly disagree), respondents are asked to indicate their agreement or disagreement with each of the following statements:

*The university values my contribution to its well-being.*

*If the university could hire someone to replace me at lower salary, it would do so.*

*The university fails to appreciate any extra effort from me.*

*The university strongly considers my goals and values.*

*The university would ignore any complaint from me.*

*The university disregards my best interest when it makes decisions that affect me.*

*Help is available from the university when I have a problem.*

*The university really cares about my well-being.*

*Even if I did the best job possible, the university would fail to notice.*

*The university is willing to help me when I need a special favor.*

*The university cares about my general satisfaction at work.*

*If given the opportunity, the university would take advantage of me.*

*The university shows very little concern for me.*

*The university cares about my opinions.*

*The university takes pride in my accomplishments at work.*

*The university tries to make my job as interesting as possible.*

Factor analysis employing a principal axis solution of the items comprising the Perceived Organizational Support Index reveals that all 16 items load on Factor 1 (see Table 3.14). Three items load also on Factor 2. However, given the inconsistency of results from factor analyses of the two subsamples, it seems logical to retain all 16 items for subsequent analysis. The reliability of the scale (0.93) as calculated using Cronbach's alpha, suggests a sturdy measure of perceived organizational support.

The range of possible scores on the scale is from a low of 16 to a high of 80. A high score on the scale indicates the extent to which workers believe the organization values their contribution and cares about their well-being. Surprisingly, hourly wage workers report slightly greater perceived organizational support than do classified staff, with mean summated scores of 45.17 and 44.58 respectively. One explanation may have to do with workers' expectations. Logically, hourly wage workers may expect less from the employer. Another explanation is that some hourly wage workers may express positive attitudes toward the organization in hopes of maintaining their current, and somewhat tenuous, positions.<sup>30</sup>

*Job Satisfaction.* This study uses a short form of the 33-item scale developed by Quinn and Staines (1979) as part of a national Quality of Employment Survey. The 19-item short form is designed to measure workers' satisfaction with

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<sup>30</sup> Although the questionnaire was totally anonymous, many respondents did, in fact, identify themselves. In their written comments, expressions of desire to remain with the employer, and thankfulness for being employed (in an area of high unemployment) were numerous.

**TABLE 3.14****Factor Loadings for Items Measuring  
Perceived Organizational Support**

Item	Statement	Factor Loading
<i>Factor 1:</i>		
POS8	The university really cares about my well-being.	.82070
POS11	The university cares about my general satisfaction at work.	.79668
POS14	The university cares about my opinions.	.78281
POS9	Even if I did the best job possible, the university would fail to notice. (R)	.74060
POS13	The university shows very little concern for me. (R)	.73144
POS3	The university fails to appreciate any extra effort from me. (R)	.70754
POS12	If given the opportunity, the university would take advantage of me. (R)	.69738
POS1	The university values my contribution to its well-being.	.69121
POS4	The university strongly considers my goals and values.	.68691
POS5	The university would ignore any complaint from me. (R)	.66280
POS15	The university takes pride in my accomplishments at work.	.65295
POS16	The university tries to make my job as interesting as possible.	.65234



POS10	The university is willing to help me when I need a special favor.	.58911
POS7	Help is available from the university when I have a problem.	.57451
POS6	The university disregards my best interests when it makes decisions that affect me. (R)	.57393
POS2	If the university could hire someone to replace me at lower salary, it would do so. (R)	.51362

*Factor 2:*

POS11	The university cares about my general satisfaction at work.	-.31766
POS10	The university is willing to help me when I need a special favor.	-.38170
POS6	The university disregards my best interests when it makes decisions that affect me. (R)	.31339

*Item Source:* Robert Eisenberger, Robin Huntington, Steven Hutchison, and Debora Sowa. 1986. "Perceived Organizational Support." *Journal of Applied Psychology* 71(3):500-507.

six specific aspects of the work environment: comfort, challenge, financial rewards, relations with co-workers, resource adequacy, and opportunity for promotion. Quinn and Staines's 4-point response format has been expanded to a 5-point format to conform with other scales on the questionnaire and facilitate ease of administration. Using a response format of 1 (strongly agree) to 5 (strongly disagree), respondents are asked to indicate their agreement or disagreement with each of the following statements:

*I have enough time to get the job done.* (comfort)

*My working hours are good.* (comfort)

*Travel to and from work is convenient.* (comfort)

*The physical surroundings are pleasant.* (comfort)

*I am free from conflicting demands that other workers or supervisors make of me.* (comfort)

*I have an opportunity to develop my own special abilities.* (challenge)

*I am given the chance to do the things I do best.* (challenge)

*The problems I am expected to solve are hard enough.* (challenge)

*The pay is good.* (financial reward)

*The job security is good.* (financial reward)

*The fringe benefits are good.* (financial reward)

*I am given a lot of chances to make friends at work.* (relations with co-workers)

*The people I work with take a personal interest in me.* (relations with co-workers)

*I receive enough help and equipment to get the job done. (resource adequacy)*

*I have enough authority to do my job. (resource adequacy)*

*My supervisor is successful in getting people to work together. (resource adequacy)*

*My supervisor is helpful to me in getting my job done. (resource adequacy)*

*Promotions are handled fairly. (opportunity for promotion)*

*The chances for promotion are good. (opportunity for promotion)*

Factor analysis employing a principal axis solution was performed to extract the underlying factors which the statements are intended to measure. Factor loadings are presented in Table 3.15. Of the 19 items, 14 items load on Factor 1. Items 2 and 3 regarding promotion (not applicable to hourly wage workers) load on Factor 2. Items 4 and 5 regarding social aspects of the job load on Factor 4. Items 5 and 1 regarding stressful aspects of the job load on Factor 5. Given the large number of items, and the intent of the scale (to measure workers' satisfaction with specific aspects of their job), the decision was made to retain all items as designed by Quinn and Staines (1979) in their Quality of Employment Survey.

Summated scores<sup>31</sup> are calculated by summing responses to the 19 items. Scale scores may range for a low of 19 to a high of 95. A high score on the scale indicates a high degree of satisfaction with the work environment. Hourly wage

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<sup>31</sup> Item means and scale means for each category of worker are presented in Appendix C.

**TABLE 3.15**  
**Factor Loadings for Items Measuring**  
**Job Satisfaction**

Item	Statement	Factor Loading
<i>Factor 1:</i>		
JS7	I am given the chance to do the things I do best.	.74558
JS17	My supervisor is helpful to me in getting my job done.	.72447
JS6	I have an opportunity to develop my own special abilities.	.72070
JS16	My supervisor is successful in getting people to work together.	.69433
JS14	I receive enough help and equipment to get the job done.	.64486
JS15	I have enough authority to do my job.	.56976
JS5	I am free from conflicting demands that other workers or supervisors make of me.	.56335
JS18	Promotions are handled fairly.	.52235
JS13	The people I work with take a personal interest in me.	.51310
JS4	The physical surroundings are pleasant.	.46427
JS12	I am given a lot of chances to make friends at work.	.43337
JS19	The chances for promotion are good.	.42433
JS9	The pay is good.	.38829
JS2	My working hours are good.	.37241

*Factor 2:*

JS18	Promotions are handled fairly.	.35595
JS19	The chances for promotion are good.	.35643

*Factor 3:*

JS18	Promotions are handled fairly.	.44266
JS12	I am given a lot of chances to make friends at work.	-.33383
JS19	The chances for promotion are good.	.42210

*Factor 4:*

JS13	The people I work with take a personal interest in me.	.31097
JS12	I am given a lot of chances to make friends at work.	.40317

*Factor 5:*

JS5	I am free from conflicting demands that other workers or supervisors make of me.	.35330
JS1	I have enough time to get the job done.	.46948

*Item Source:* Robert P. Quinn and Graham L. Staines. 1979. *The 1977 Quality of Employment Survey*. Ann Arbor, MI: Survey Research Center, Institute for Social Research, University of Michigan.

workers express slightly greater job satisfaction than do classified staff with mean summated scores of 66.35 and 64.34, respectively. Whether these data reflect, as suggested above, differing expectations, response bias, or some other explanation, remains unanswered and suggests possible directions for future research regarding the temporary labor market.

### **Statistical Analysis**

Several types of analyses are used to address the research question. In general, the study employs bivariate and multivariate analysis.

In order to compare the findings of the present study with those of previous studies, preliminary analysis involves bivariate associations among each of the independent variables. Given multiple indicators of each theoretical concept, preliminary analysis also addresses the appropriateness of scale construction. Standard analytic procedures (i.e., factor analysis, Cronbach's alpha) are used to evaluate the internal consistency and unidimensionality of scales for the Protestant work ethic, work role salience, job involvement, work group attachment, perceived organizational support, job satisfaction, and organizational commitment. The results of these analyses are used to determine which items to use in the multivariate model of work commitment.

Data are analyzed through the use of multiple regression methods. Standardized<sup>32</sup> regression coefficients provide a means of assessing the direction and strength of the relationships between independent and dependent variables.

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<sup>32</sup> *Unstandardized* regression coefficients are used when comparing the two subsamples (Pedhazur 1982).

Multiple partial correlations are used to determine the net impact of each block of variables on organizational commitment. Contract type-specific models are estimated to assess whether type of employment contract (i.e., classified staff or hourly wage) accounts significantly for degree of organizational commitment.

### **Summary**

This chapter has delineated the research design of the study and discussed the applicability of a block-recursive model to the research question. The nature of the sample and the techniques employed in the selection of the sample, as well as, operationalization of the independent and dependent variables has been discussed. The next chapter will present the major research findings and assess the utility of the block-recursive model of organizational commitment.

## **CHAPTER 4**

### **ASSESSMENT OF THE BLOCK-RECURSIVE MODEL OF ORGANIZATIONAL COMMITMENT**

This chapter addresses four objectives: 1) to assess the relative importance of sociodemographic, structural, and attitudinal blocks of variables in accounting for variations in workers' commitment to the organization; 2) to examine the full model of organizational commitment; 3) to compare and contrast the contract-specific models of organizational commitment; and 4) to propose an alternative model of commitment based on these findings.

#### **The Impact of Sociodemographic, Structural, and Attitudinal Variables on Organizational Commitment**

Statistics presented in Table 4.1<sup>33</sup> indicate the amount of variance explained by each block of variables, individually, and in combination with other blocks. The measure of variance in organizational commitment is based on the unadjusted  $R^2$  produced when organizational commitment is regressed on each block of independent variables.

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<sup>33</sup> Statistics for each of the subsamples, classified staff and hourly wage workers, are presented in Tables 4.2 and 4.3, respectively,



**TABLE 4.1**  
**Regression of Organizational Commitment on**  
**Sociodemographic, Structural, and Attitudinal Variables;**  
**All Respondents**

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F	Degrees of Freedom
Sociodemographic	.126***	.105	6.207	6,259
Structural	.054	.019	1.532	8,215
Attitudinal	.417***	.407	42.071	6,353
Sociodemographic and Structural	.127*	.047	1.593	14,153
Sociodemographic and Attitudinal	.467***	.440	17.251	12,236
Structural and Attitudinal	.488***	.451	13.278	14,195
Sociodemographic, Structural, and Attitudinal	.490***	.416	6.582	20,137

\*Significant at  $p < .10$ ; \*\*Significant at  $p < .05$ ; \*\*\*Significant at  $p < .01$ .

**TABLE 4.2****Regression of Organizational Commitment on Sociodemographic, Structural, and Attitudinal Variables; Classified Staff**

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F	Degrees of Freedom
Sociodemographic	.237***	.192	5.321	6,103
Structural	.169**	.093	2.233	7,77
Attitudinal	.411***	.386	16.414	6,141
Sociodemographic and Structural	.266	.082	1.449	13,52
Sociodemographic and Attitudinal	.562***	.504	9.732	12,91
Structural and Attitudinal	.552***	.464	6.255	13,66
Sociodemographic, Structural, and Attitudinal	.601***	.420	3.326	19,42

\*Significant at  $p < .10$ ; \*\*Significant at  $p < .05$ ; \*\*\*Significant at  $p < .01$ .

**TABLE 4.3**  
**Regression of Organizational Commitment on**  
**Sociodemographic, Structural, and Attitudinal Variables;**  
**Hourly Wage Employees**

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F	Degrees of Freedom
Sociodemographic	.081**	.043	2.164	6,148
Structural	.040	-.011	.788	7,131
Attitudinal	.430***	.413	25.475	6,203
Sociodemographic and Structural	.109	-.023	.824	13,88
Sociodemographic and Attitudinal	.445***	.394	8.763	12,131
Structural and Attitudinal	.491***	.434	8.599	13,116
Sociodemographic, Structural, and Attitudinal	.498***	.372	3.964	19,76

\*Significant at  $p < .10$ ; \*\*Significant at  $p < .05$ ; \*\*\*Significant at  $p < .01$ .

An unadjusted  $R^2$  of .126 for the sociodemographic block of variables indicates that 12.6 percent of the variance in organizational commitment is accounted for by sociodemographic characteristics (i.e., age, gender, marital status, educational level, personal income, and family income). An F value of 6.207 indicates that the amount of variance explained by the sociodemographic block of variables is significant at the .01 level of statistical probability. It should be noted, however, that only two of the sociodemographic variables, age and education, are strongly related to organizational commitment. Among hourly wage workers (Table 4.3), only education is statistically significant.

As indicated in Table 4.1, the unadjusted  $R^2$  for the structural block of variables shows that only 5.4 percent of the variance in organizational commitment is accounted for by structural factors (i.e., contract type, length of employment, alternative employment, occupational classification, previous employment with the organization, anticipated permanency of the position, the source of knowledge of the opening, and the strength of the employee network). As indicated by the F value of 1.532, the amount of variance in organizational commitment explained by structural variables is not statistically significant. It should be noted, however, that this does not hold true for classified staff. As shown in Table 4.2, structural variables account for 16.9 percent of the variance in organizational commitment among classified staff; an F value of 2.233 is statistically significant at the .05 level.

The amount of variance in organizational commitment explained by the attitudinal block of variables is comparable to that of the sociodemographic block for the full sample (Table 4.1), and also for each of the two subsamples (Tables

4.2 and 4.3). In the full sample, an unadjusted  $R^2$  of .417 shows that 41.7 percent of the variance in organizational commitment is accounted for by attitudinal factors (i.e., the Protestant work ethic, work role salience, job involvement, work group attachment, perceived organizational support, and job satisfaction). As indicated by an F value of 42.071, the proportion of variance explained by the attitudinal block of variables is statistically significant at the .01 level. The classified staff and hourly wage subsamples produce similar results with F values (16.414 and 24.475, respectively) statistically significant at the .01 level.

When the sociodemographic and structural blocks of variables are combined, the amount of explained variance in organizational commitment is only 12.7 percent, offering little more explanatory power than sociodemographic factors alone. Again, it should be noted that only one structural variable is statistically significant. An F value of 1.593 shows that the amount of variance in organizational commitment is accounted for by the impact of the two blocks combined is statistically significant at the .05 level.

The joint impact of the sociodemographic and attitudinal blocks of variables (Table 4.1) accounts for 46.7 percent of the variance in organizational commitment. An F value of 17.251 indicates the amount of variance explained by the combined effect of these two blocks of variables is statistically significant at the .01 level. The same pattern holds true for each subsample (Tables 4.2 and 4.3), although it should be noted that, for both groups of workers, most of the variance in organizational commitment is accounted for by the attitudinal, not the sociodemographic, variables.

Similar results are shown for the combined effects of structural and attitudinal variable blocks. An unadjusted  $R^2$  of .488 indicates that 48.8 percent of the variance in organizational commitment is explained by the joint impact of these two blocks of variables. As indicated by an F value of 13.278, the proportion of variance in organizational commitment accounted for by the combined effects of structural and attitudinal variables is significant at the .01 level of statistical probability. As with the combination of sociodemographic and attitudinal variables, much of the explained variance is attributed to the attitudinal variables. Similar findings are reported for each of the subsamples (Tables 4.2 and 4.3).

When all three blocks of variables are included in the regression equation, the amount of variance in organizational commitment increases to more than 49 percent. An F value of 6.582 indicates that the amount of variance explained by the combined effects of the three blocks of variables is significant at the .01 level of statistical probability. Among classified staff, the combined effect of all three blocks of variables explains more than 60 percent of the variance in organizational commitment.

In order to assess the relationship of each of the variables within the blocks to organizational commitment, it is necessary to regress organizational commitment on all variables of the full model. The following section addresses the relationship of each independent variable in the model on organizational commitment.

**TABLE 4.4**

**Regression of Organizational Commitment  
On All Blocks of Variables Simultaneously;  
Pearson Correlation and Unstandardized Regression Coefficients;  
by Contract Type**

Variables	Classified Staff		Hourly Wage		All Respondents	
	r	b	r	b	r	b
Age	.320	.204	.190	.112	.226	.131*
Gender	-.041	1.599	.114	.989	.057	1.373
Marital status	-.009	1.346	.082	2.502	.046	1.640
Educational level	-.371	-2.240**	-.143	-1.193*	-.225	-1.148**
Personal income	.006	.187	.062	-.338	.016	-.282
Family income	-.020	-1.008	.037	-.083	.018	-.316
Contract type	-	-	-	-	.018	1.797
Length of employment	.207	-.001	.108	.155	.127	.127
Alternative employment	-.123	-.779	-.068	-1.176	-.002	-.851
Occupation	-.223	.239	.081	.294	-.039	.221
Previous employment	-.132	-2.803	.015	-2.070	-.040	-2.358*
Anticipated permanent	.147	3.850	.067	-2.498	.092	3.102
Source of opening	-.209	-4.668	-.129	-2.241	-.150	-1.985
Employee network	.179	.024	-.074	.069	.024	.394
Protestant work ethic	.194	.094	.185	.921**	.189	.653**
Work role salience	.048	.356	.000	-.404*	.021	-.124
Job involvement	.015	-.249	.211	.967***	.131	.550**

Work group attachment	-.043	-.038	-.049	-.085	-.047	-.061
Perceived organizational support	.591	.550***	.543	.416***	.559	.442***
Job satisfaction	.362	-.053	.410	.074	.392	.083

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\*Significant at  $p < .10$ ; \*\*Significant at  $p < .05$ ; \*\*\*Significant at  $p < .01$ .



### Assessment of the Full Model

Statistics summarizing the relationship between each of the twenty independent variables and organizational commitment are presented in Tables 4.4 and 4.5. The strengths of the bivariate relationships are used to determine which variables should be retained for the development of an alternative model of organizational commitment.

The standardized regression coefficients (betas) presented in Table 4.5 suggest that the size of the model can be reduced appreciably. Of the twenty independent variables in the full model, only six are significant.<sup>34</sup> As indicated in Table 4.4, the strongest predictor of organizational commitment is perceived organizational support. The beta of .518 is significant at the .01 level of statistical probability. In each of the subsamples, as well, the variables with the greatest impact of organizational commitment is perceived organizational support. This finding strongly supports the social exchange approach which argues that commitment to the organization is, in large part, a reflection of the workers' perceptions of an equitable exchange. Three additional variables, education, the Protestant work ethic, and job involvement, are statistically significant at the .05 level of statistical probability; and age and previous employment with the organization are statistically significant at the .10 level.

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<sup>34</sup> It should be noted, however, that one variable, work role salience, is statistically significant ( $p < .10$ ) only for the hourly wage subsample; and a second variable, age, is statistically significant ( $p < .05$ ) only for the classified staff subsample. The Protestant work ethic is a significant predictor ( $p < .05$ ) for the hourly wage subsample, but not the classified staff subsample. Pearson correlation coefficients and unstandardized regression coefficients for each of the two samples are presented in Table 4.4.

**TABLE 4.5**

**Regression of Organizational Commitment on all Blocks  
of Variables Simultaneously; Pearson Correlation and  
Unstandardized and Standardized Regression Coefficients;  
All Respondents**

Variables	r	b	beta
Age	.226	.131*	.133*
Gender	.057	1.373	.061
Marital status	.046	1.640	.077
Educational level	-.225	-1.148**	-.172**
Personal income	.016	-.282	-.050
Family income	.018	-.316	-.072
Contract type	.018	1.797	.084
Length of employment	.127	.127	.075
Alternative employment	-.002	-.851	-.107
Occupation	-.039	.221	.044
Previous employment	-.040	-2.358*	-.112*
Anticipated permanent	.092	3.102	.78
Source of opening	-.150	-1.985	-.089
Employee network	.024	.394	.042
Protestant work ethic	.189	.653**	.177**
Work role salience	.021	-.124	-.064
Job involvement	.131	.550**	.158**

Work group attachment	-.047	-.061	-.033
Perceived organizational support	.559	.442***	.518***
Job satisfaction	.392	.083	.093

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\*Significant at  $p < .10$ ; \*\*Significant at  $p < .05$ ; \*\*\*Significant at  $p < .01$ .

The finding that perceived organizational support is a strong predictor of organizational commitment is consistent with the research findings of Eisenberger, Huntington, Hutchison, and Sowa (1986) which support the social exchange view that organizational commitment is strongly influenced by perceived organizational support. Perceived organizational support tends to increase not only workers' levels of identification with the organization, but also their expectations that increased effort toward meeting the goals of the organization will be appropriately rewarded. The strength of the relationship reported here is also consistent with a large body of literature in which employment is viewed as an exchange of effort and loyalty for material and social rewards (e.g., Barnard 1938; Etzioni 1961; Levinson 1965; Homans 1971; Buchanan 1974; Gould 1979; Farrell and Rusbult 1981; Mowday, Porter, Steers 1982).

That job involvement and the Protestant work ethic are strong predictors *only* for the hourly wage subsample suggests that another variable, or variables, outside the model may account for the relationship. Temporary employment itself can be ruled out, as can length of employment, for lack of statistical significance. One explanation may lie in the differential reward system. Hourly workers' perception of a highly inequitable exchange (as expressed in numerous written comments) may explain their tendency to view the exchange relationship in different terms. Another explanation may lie in the fact that many hourly workers view their employment, and their relationship with the employer, as a temporary situation, and therefore expect far less of the employer than do classified staff. In other words, some hourly wage workers are more strongly committed

to work itself than to the employing organization. In general, the heterogeneity of the hourly wage subsample makes generalizations difficult.

Although a sizeable body of literature (e.g., Becker 1960; Alutto, Hrebiniak, Alonso 1973; Shoemaker, Snizek, Bryant 1977; Steers 1977) has established a positive relationship between education and organizational commitment, the findings here are consistent with recent studies (Brief and Aldag 1980; Hodson and Sullivan 1985; Chelte and Tausky 1987) which find a negative relationship. Given the inconsistency of previous findings, and the relatively high educational level of the sample, the results reported here are not surprising. While the literature generally supports a positive relationship, the skewness of the sample here may explain inconsistency with some previous work.

The age of workers is significantly related to organizational commitment in the full sample ( $p < .10$ ) and in the classified staff subsample ( $p < .05$ ). The finding that age has some impact on organizational commitment is consistent with a large body of research (e.g., Becker 1960; Hrebiniak and Alutto 1972; Alutto, Hrebiniak, Alonso 1973; Gould 1975; Shoemaker, Snizek, Bryant 1977; Steers 1977; Brief and Aldag 1980). As age increases, so does organizational commitment.

The predictive strength of previous employment suggests an on-going, and possibly long-term, relationship with the organization. As was noted in Chapter 3, many employees, particularly hourly wage workers, report intermittent employment with the organization. Also, a number of employees reported previous employment in the other category, or a series of temporary (hourly wage) appointments. The frustration that some workers expressed in their written com-

ments with unstable employment situations may explain, in part, the lower levels of organizational commitment among the previously employed.

### **The Alternative Model of Organizational Commitment**

Based on the statistics presented in previous sections, an alternative model of organizational commitment is deemed appropriate. Variables are selected for inclusion in the alternative model on the basis of the statistical significance of their regression coefficients in either of the two subsamples, or in the full sample.<sup>35</sup> The regression of organizational commitment on the full model resulted in seven variables meeting the above criteria. The statistically significant variables are age, education, previous employment with the organization, the Protestant work ethic, work role salience, job involvement, and perceived organizational support.

Of the variables selected for the alternative model, two have been considered sociodemographic variables, one as a structural variable, and four as attitudinal variables. A review of the literature on organizational commitment research reveals that some researchers (e.g., Becker 1960; Ritzer and Trice 1969; Shoemaker, Snizek, Bryant 1977) do not distinguish between sociodemographic and structural variables, but rather consider variables such as age and education to be structural variables. Such an approach seems appropriate for construction of an alternative model of organizational commitment. Considering age, educa-

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<sup>35</sup> It can be argued that only those statistically significant relationships in the full sample be considered. However, as the contingent element of the workforce continues to grow, it becomes increasingly prudent to utilize measures which account for a broad range of worker-organization linkages.

tion, and previous employment with the organization to constitute the structural block of variables, a three-block alternative model is presented in Figure 4.1. Multiple regression analysis is performed on the alternative model in the same manner as was done with the larger model.

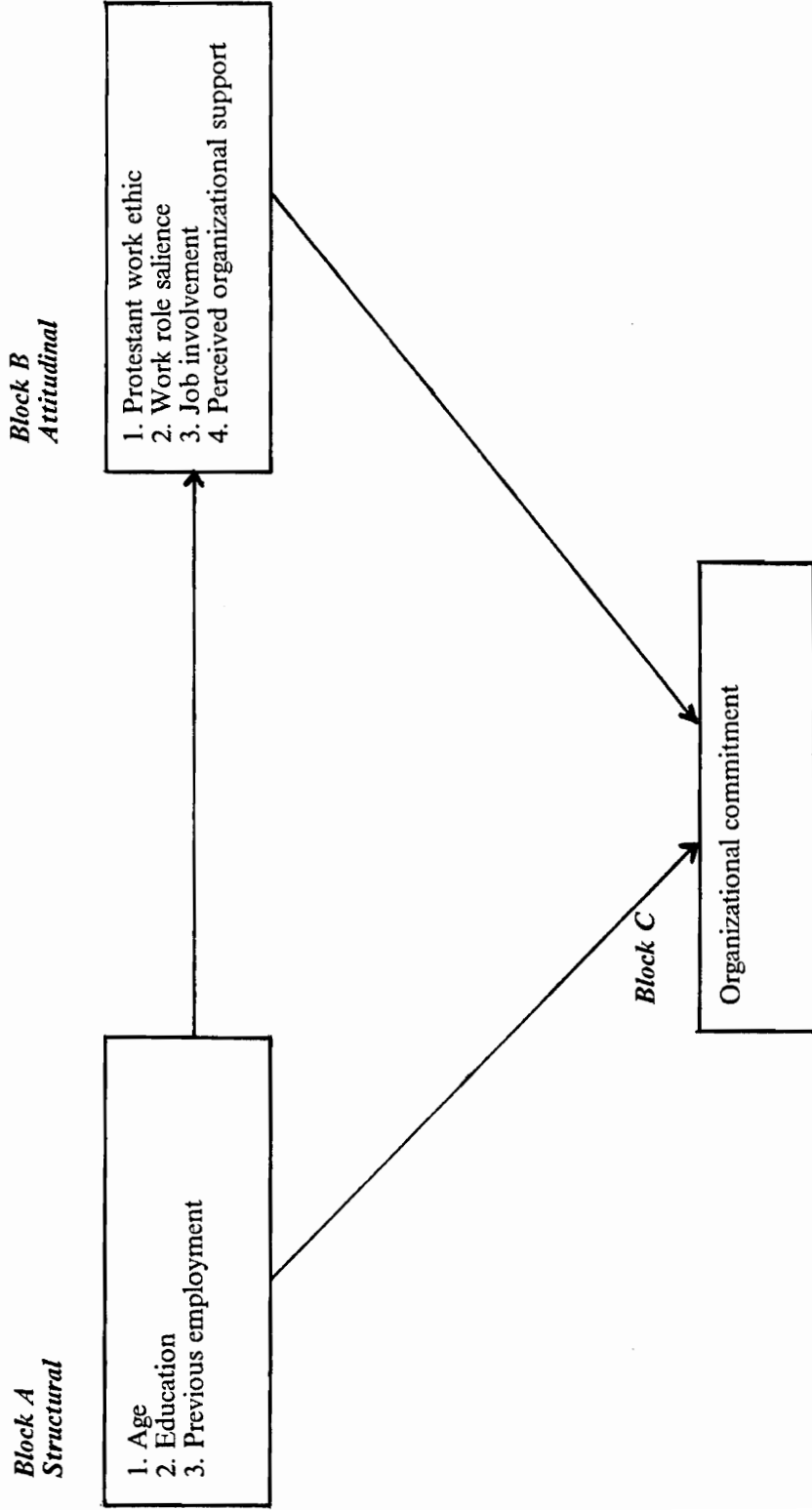
As indicated in Table 4.6, the unadjusted  $R^2$  for the structural block of variables shows that only 9.9 percent of the variance in organizational commitment is accounted for by structural factors (i.e., age, education, previous employment with the organization). It should be noted, however, that among hourly wage workers, structural variables account for only 5.5 percent of the variance in organizational commitment, while explaining as much as 18.5 percent among classified staff.

The amount of variance in organizational commitment explained by the attitudinal block of variables is 42.4 percent for the full sample. Both subsamples, classified staff and hourly wage workers, yield similar results. The attitudinal block of variables explains 42.8 percent of the variance in organizational commitment among classified staff and 42.7 percent among hourly wage workers.

The joint impact of the structural and attitudinal block of variables accounts for 48.0 percent of the variance in organizational commitment in the full sample. Among classified staff, the combined effect of both blocks of variables explains 54.7 percent of the variance in organizational commitment. For hourly wage workers, the combined effect of the two blocks explains 45.0 percent of the variance in organizational commitment.

**FIGURE 4.1**

**Alternative Model of Organizational Commitment**





**TABLE 4.6**

**Regression of Organizational Commitment on  
All Blocks of Variables Simultaneously;  
Alternative Model Variables**

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F	Degrees of Freedom
<i>All Respondents:</i>				
Structural	.099***	.091	13.082	3,359
Attitudinal	.424***	.418	67.835	4,368
Structural and Attitudinal	.480***	.469	44.519	7,338
<i>Classified Staff:</i>				
Structural	.185***	.168	10.866	3,144
Attitudinal	.428***	.412	27.632	4,148
Structural and Attitudinal	.547***	.523	23.110	7,134
<i>Hourly Wage:</i>				
Structural	.055***	.041	4.051	3,210
Attitudinal	.427***	.416	39.443	4,212
Structural and Attitudinal	.450***	.430	27.754	7,195

Comparison of the alternative model with the full model presented earlier suggests that the more parsimonious alternative model has nearly as much explanatory power as the full twenty-variable model. Standardized regression coefficients (betas) presented in Table 4.7 suggest that two variables, education and perceived organizational support, are the strongest predictors of organizational commitment.

### **Summary**

This chapter has assessed the impact of three blocks of variables (i.e., sociodemographic, structural, and attitudinal variables) on organizational commitment. The statistics presented show that the attitudinal block of variables has, by far, the greatest influence on organizational commitment, followed by the sociodemographic and structural blocks. While the sociodemographic and structural blocks have some explanatory power, the amount of variance in organizational commitment explained by the two blocks is extremely small compared with the attitudinal block. A large number of variables in the sociodemographic and the structural blocks have no statistically significant influence on organizational commitment. The development of an alternative model comprised of only those variables that have statistically significant regression coefficients is proposed. The following chapter summarizes the research findings, discusses the policy implications of the study, and offers suggestions for further research.

**TABLE 4.7**

**Regression of Organizational Commitment  
On All Blocks of Variables Simultaneously;  
Pearson Correlation and Unstandardized Regression Coefficients;  
Alternative Model Variables**

Variables	Classified Staff		Hourly Wage		All Respondents	
	r	b	r	b	r	b
Age	.291	.104	.147	.114**	.197	.116***
Educational level	-.382	-2.016***	-.185	-1.039***	-.265	-1.420***
Previous employment	-.128	-1.645	-.051	-.813	-.084	-1.157
Protestant work ethic	.179	.141	.198	.471	.190	.294*
Work role salience	.130	.104	.125	-.166	.125	-.056
Job involvement	.173	.220	.228	.528***	.207	.419***
Perceived organizational support	.627	.495***	.617	.471***	.619	.476***

\*Significant at  $p < .10$ ; \*\*Significant at  $p < .05$ ; \*\*\*Significant at  $p < .01$ .

## CHAPTER 5

### SUMMARY AND IMPLICATIONS

This chapter summarizes the research findings, discusses the policy implications of the study, and offers suggestions for future research.

#### **Summary of Research Findings**

The purpose of this study is to examine the nature and strength of worker-organization linkages in a large bureaucracy. The study sought to accomplish two research objectives: 1) to develop a comprehensive model of organizational commitment; and 2) to apply that model to a sample of permanent and contingent workers. A quasi-experimental research design facilitated comparison of the two categories of workers, with respect to their commitment to the organization.

Since previous studies have identified a rather large number of variables thought to be related to organizational commitment, the use of a block-recursive method of analysis was employed to accomplish the research objectives. The block-recursive technique, as proposed by Fisher (1961, 1971), and extended by Blalock (1969), Miller (1971), and Sullivan (1971), allows the inclusion of a large number of variables in the model. A block-recursive model is one which is subdivided into sets, or blocks, of endogenous variables rather than single endogenous variables. In general, causation runs from low-numbered blocks to higher-numbered blocks, and from low-numbered variables to higher-numbered

variables within blocks. A block-recursive model assumes relationships among entire *blocks* of variables, rather than among individual variables, and thus enables the researcher to deal with large numbers of variables in a relatively simple and efficient manner. In light of the large number of variables thought to be related to organizational commitment, it seems appropriate to employ a block-recursive model to determine the relative influence of each block of variables on organizational commitment. The model traces the impact of blocks of attitudinal, as well as sociodemographic and structural, variables on organizational commitment among classified staff (permanent) and hourly wage (temporary) workers at a large state university.

A sample was drawn from payroll rosters of classified staff and non-student hourly wage workers, and a standardized anonymous questionnaire was mailed to each subject. The questionnaire requests sociodemographic information (i.e., age, gender, marital status, educational level, personal income, and family income), as well as information regarding the nature and conditions of employment (i.e., contract type, length of employment, alternative employment opportunities, occupational classification, previous employment with the organization, anticipated permanency of the position, knowledge of the opening, and strength of the employee network). Also contained in the instrument are attitudinal scales designed to measure the Protestant work ethic, work role salience, job involvement, work group attachment, perceived organizational support, job satisfaction, and of course, organizational commitment.

Preliminary analysis involved bivariate associations between each of the independent variables and addressed the appropriateness of scale construction.

Data were then analyzed through the use of multiple regression methods to assess the direction and strength of the relationships between independent and dependent variables. Standardized regression coefficients obtained from the regression of organizational commitment on the independent variables provided the criteria for deleting variables from the block-recursive model of organizational commitment. Subsample models were estimated to assess whether type of employment contract (i.e., classified staff or hourly wage) accounts significantly for degree of organizational commitment.

After a follow-up reminder to complete and return the questionnaire, 416 usable questionnaires were returned, a response rate of 51 percent. As expected, the response rate was somewhat higher among classified staff (67 percent) than among hourly wage workers (43 percent). Of the 416 respondents, 168 (40 percent) are classified staff, and 248 (60 percent) are hourly wage employees. Responses to sociodemographic questions reveal a sample which is relatively young, and two-thirds female. More than half of all respondents are currently married. Educational levels range from less than high school completion to graduate degrees, and the range of personal and family incomes suggests a highly diverse workforce.<sup>36</sup>

Not only do respondents display a diversity of sociodemographic characteristics, their responses to structural items describe diverse working conditions. While employees' lengths of employment within the university range from less

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<sup>36</sup> Frequencies and percentages for educational levels, and personal and family income are presented in Tables 3.4, 3.5, and 3.6, respectively.

than one year to 37 years, the median length of employment with the university is only three years (eight years for classified staff, and for hourly wage workers, less than one year). Occupational diversity is reflected in the fact that respondents represent all occupational classifications: administrative, professional, technician, protective services, paraprofessionals, office and clerical staff, skilled craft workers, and service and maintenance workers.<sup>37</sup>

Many respondents have been previously employed by the university in one or the other capacity. Their responses indicate considerable overlap in these categories. More than 15 percent of hourly wage workers reported permanent assignments, and more than 29 percent had served in previous temporary positions. Among classified staff, nearly 16 percent reported previous temporary employment with the university, and more than 25 percent reported previous permanent assignments. A large number of respondents provided written comments at the end of their questionnaires indicating intermittent employment with the university.

It was hypothesized in Chapter 2 that, *organizational commitment would increase directly with certain sociodemographic attributes (i.e., age, gender, marital status, educational level, personal income, and family income) among all workers, all else constant (Hypothesis 1)*. The results are mixed. Of all sociodemographic variables studied, only age and education are statistically significant predictors of organizational commitment. As age increases, organizational commitment increases. With increasing levels of education, organizational commitment declines.

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<sup>37</sup> Frequencies and percentages in each category are presented in Table 3.7.

It was further hypothesized that, *organizational commitment would increase directly with generally supportive structural aspects of the work environment (i.e., contract type, length of employment, alternative employment opportunities, occupational classification, previous employment with the organization, anticipated permanency of the position, knowledge of the opening, and strength of the employee network) among all workers, all else constant (Hypothesis 2)*. The data provide little support for this hypothesis. Regression analysis found previous employment to be the only statistically significant *structural* determinant of organizational commitment. As noted in Chapter 4, the predictive strength of previous employment suggests an on-going, and possibly long-term, relationship with the organization. It is not, however, a pleasant relationship. Previous employment actually reduces levels of organizational commitment among both classified staff and hourly wage workers. The frustration that many workers, both classified staff and hourly wage, expressed in their written comments with unstable employment situations may explain, in part, reduced organizational commitment among the previously employed.

It was further hypothesized that, *organizational commitment would increase directly with subjective measures of work attitudes (i.e., the Protestant work ethic, work role salience, job involvement, work group attachment, perceived organizational support, and job satisfaction) among all workers, all else constant (Hypothesis 3)*. The data strongly support this hypothesis.

The study employed two distinct types of attitudinal measures: attitudes toward work in general (i.e., the Protestant work ethic, work role salience, and job involvement), and attitudes toward the particular organization in which one is



presently working (i.e., work group attachment, perceived organizational support, and job satisfaction). Summated scale scores were calculated for each measure by summing the items comprising the scale. In general, only very slight differences were found between the two subsamples (classified staff and hourly wage workers) on any of the attitudinal scales.

It was hypothesized that, *classified staff (permanent) workers will report greater organizational commitment than will hourly wage (temporary) workers, all else constant (Hypothesis 4)*. The data provide no support for this hypothesis. No significant differences were found between the two categories of workers.<sup>38</sup> This finding is inconsistent with common perceptions of temporary workers who generally are assumed to be less committed to the organization, and to work, in general. These data provide no support for such assumptions. Given the unstable employment conditions at the time of this study (e.g., hiring freezes, and layoffs of permanent workers), it may well be that, for this employer, commitment levels of permanent workers are comparable to those of temporary workers because they lack the job security typically associated with permanent employment.

The analysis of the data shows that, for both groups, much of the variance in organizational commitment is accounted for by attitudinal factors.<sup>39</sup> Although the sociodemographic and structural blocks of variables explain a statistically significant proportion of the variance in organizational commitment, the amount

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<sup>38</sup> Index means and standard deviations are presented in Table 3.9.

<sup>39</sup> Statistics for all respondents, for classified staff, and for hourly wage workers are presented in Tables 4.1, 4.2, and 4.3, respectively.

of variance accounted for is rather small. This is especially the case for hourly wage workers. Among classified staff, the sociodemographic block of variables accounts for 23.7 percent of the variance in organizational commitment; and among hourly wage workers, only 8.1 percent. Similar patterns emerge regarding the structural block of variables. Among classified staff, the structural block accounts for 16.9 percent of the variance in organizational commitment, while explaining only 4.0 percent of the variance in organizational commitment among hourly workers. The attitudinal block, on the other hand, explains 41.1 percent of the variance for classified staff, and 43.0 percent of the variance for hourly wage workers. As is demonstrated in Tables 4.2 and 4.3, among hourly wage workers, *only* attitudinal variables explain a sizeable amount of the variance in organizational commitment. This finding is of considerable importance to managers and to researchers alike, an issue which will be discussed in the following sections.

While the sociodemographic and structural blocks of variables explain only a relatively small amount of variance in organizational commitment, the three blocks operating together explain a noticeable proportion of the variance. The full model explains 60.1 percent of the variance in organizational commitment among classified staff and 49.8 percent of the variance in organizational commitment among hourly wage employees.

Based on the results of the regression of organizational commitment on the full model of organizational commitment using all three blocks of independent variables, an alternative model (Figure 4.1) is proposed. The alternative model includes only those variables for which statistically significant regression coeffi-

cients have been calculated for either, or both, of the study's subsamples, classified staff and hourly wage employees. As is demonstrated in Chapter 4, the subsample models differ not only in terms of the relative importance of each predictor variable, but also in which variables are significant predictors of organizational commitment. Given that one important consequence of this research is the collection of baseline data on temporary workers, the decision to retain variables statistically significant in *either* sample is deemed appropriate.<sup>40</sup> Of the twenty variables included in the original model, only seven are retained for the alternative model: two sociodemographic variables (age and education), one structural variable (previous employment with the organization), and four attitudinal variables (the Protestant work ethic, work role salience, job involvement, and perceived organizational support). The relative importance of attitudinal factors in determining organizational commitment strongly suggests greater focus on work-related attitudes for managers and researchers alike.

The following sections will discuss the policy implications of the study and offer suggestions for future research.

### **Policy Implications**

Recent trends toward greater use of contingent employment (e.g., part-time and temporary employment, employee leasing, independent contracting, and other departures from traditional employee-employer relationships) make worker-organization linkages a particularly salient issue in the contemporary

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<sup>40</sup> Regression coefficients for all independent variables are presented in Table 4.4.

workplace. The increasing temporal flexibility of employment relationships raises issues of concern to employees and managers alike.

Managers wishing to maximize organizational commitment among employees would do well to consider the tremendous impact of *attitudinal* factors on employees' commitment to the organization. As the data presented here show, attitudinal factors account for most of the variance in organizational commitment. This is especially true among hourly wage workers. While both categories of workers display similar mean levels of organizational commitment, the hourly workers differ from classified staff in that *only* attitudinal variables account for most of the variance in organizational commitment for this group of workers.

Managers are advised to take into account the seemingly small policies that, taken collectively, create an environment in which workers may feel a part of the organization. Workers' written and oral comments during the course of this study suggest a number of possible actions on the part of this employer.

*Access to Grievance Procedures.* Many workers complained bitterly about what they perceive as unfair treatment from the university, or from immediate supervisors. However, given current policy, temporary workers, and for a probationary period, even permanent workers, have no access to grievance procedures. It was also observed by some workers that the labor relations unit of the personnel department is located in a less convenient location, away from major administrative functions of the university. While still accessible, the location may be seen to reflect the relative low status of labor relations in the university.

*Recognition of Accomplishments.* As in many large organizations, workers' contributions are often ignored, or not given proper recognition. Many workers

reported caring and supportive work groups and/or supervisors, but expressed their conviction that the higher echelons of the university are unaware of their existence. Some means of recognizing employee accomplishment at the university level would help to alleviate such perceptions on the part of the workers.

*An Atmosphere of Mutual Respect.* It was noted during the course of this study that hourly wage workers are entered into the payroll system by last name and *initials only*. Also, hourly wage workers must go to the payroll office to pick up their paychecks instead of receiving them in their departments as classified staff do. Such discrepancies create the impression that hourly wage workers are of less importance to the organization, second-class citizens, if you will. An organization relying on large numbers of hourly wage workers would be well advised to grant their wage workers the courtesy of full-name status.

*Improved Communication.* Written comments from classified staff and hourly wage workers alike expressed a general dissatisfaction, and in some cases, outright frustration, with the personnel department regarding the currently unstable employment conditions. Given that vital decisions regarding employment at the local level are made at the state level (and indirectly at the national level), their anger at the local personnel office is certainly misdirected. Efforts aimed at clarifying the situation (e.g., press releases, interdepartmental communication, etc.) would help to improve employee morale.

As the use of temporaries becomes increasingly widespread, managers must take into account the diversity of temporary workers. Individuals enter temporary, as opposed to permanent, arrangements for a variety of reasons. According to a National Association of Temporary Services (NATS) survey (*Contemporary*

*Times* Winter 1989), people of all ages, economic and social backgrounds are employed on temporary assignments and projects. Some have not previously been part of the labor force; others are re-entering the labor market after extended absences. Some are between full-time jobs. Other temporary workers, particularly students, parents of young children, and, increasingly, older people, choose temporary employment as a means of supplementing their incomes for short periods of time. The NATS survey found that a majority of temporary workers choose temporary employment for the additional income and job flexibility. Some view temporary employment as a way to get permanent positions; others prefer short-term employment with constantly changing employers.

Written comments suggest that many of the respondents in the present study would prefer permanent employment, were permanent positions available. Their dissatisfaction with the status of their current positions, no doubt, influences their attitudes and behavior toward the organization under study.

### **Suggestions for Further Research**

The widespread use, and apparent permanency of temporary usage, suggests a radical approach to studies of work-related attitudes and behaviors. Traditionally, the sociology of work has focused almost exclusively on permanent workers. In the coming decades, researchers must develop and utilize research methodologies that take into account the broad range of worker-organization relationships. The task of contemporary sociologists of work involves the clarification of work-related concepts and the development of more precise measures of those concepts as applied to increasingly flexible worker-organization relation-

ships. Many of the existing scales of work-related attitudes, for example, provide inadequate measures of issues relevant to temporary workers (e.g., focus on turnover, absenteeism, tenure, opportunity for promotion, benefits, etc.).

To date, few studies of temporary workers have been published. The recent rapid growth of temporary employment, and the apparent permanency of the phenomenon, warrants further study of an increasingly common form of worker-organization linkage. While the temporary help service industry provides some research on agency temporaries, it remains the responsibility of academic researchers to provide and interpret data on in-house temporary workers such as those in this study and to provide sociological analysis of the temporary phenomenon.

An additional concern raised by this study involves allegiance to multiple sources of authority in large organizations. Studies of state and federal employees, and even employees of large, multi-site corporations, raise issues of divided loyalties. The researcher must deal not only with the various forms of commitment (i.e., work, occupation, and organization), but also with the question of to which level or levels, employees are committed, as well as, the interaction between commitment at various levels of authority. Future research on organizational commitment should focus on commitment not only to the immediate organization, but also to the various state, federal, or corporate entities of which the immediate organization is a part.

Finally, some attention should be given to the generalizability of these results. Respondents to the study are confined to a single employer, and represent residents of a relatively small geographical area. Should these workers be repre-

sentative of workers in similar communities and for similar employers, the findings concerning organizational commitment may be applied to others workers. Moreover, the study has been done during a time of economic recession and severe budget cuts, and unemployment is relatively high in the area. Future research may well take into account the general economic conditions at the time the research is conducted.



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## APPENDIX A

### Study Variables

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Item	Variable
<i>Sociodemographic Variables:</i>	
B41	Age (in years)
B25	Gender (Male = 1; Female = 2)
B26	Marital status (Never married = 1; Married = 2; Divorced/widowed = 3)
B28	Educational level (Up to high school = 1; High school = 2; Some college = 3; Two-year degree = 4; Four-year degree = 5; Graduate degree = 6)
B44	Personal income (\$5,000 intervals)
B45	Family income (\$10,000 intervals)
<i>Structural Variables:</i>	
B29	Job category (Classified staff = 1; Hourly wage = 2)
B42	Length of employment (in years)
B19	Alternative employment opportunity
B34	Occupation (Official/Administrators = 1; Professionals = 2; Technicians = 3; Protective services = 4; Paraprofessionals = 5; Office/Clerical = 6; Skilled craft workers = 7; Service/Maintenance = 8)
B31	Previous employment (No = 1; Yes, permanent = 2; Yes, temporary = 3)
B32	Anticipated permanent employment (Yes = 1; No = 2; Not sure = 3; Already permanent = 4)
B30	Source of opening (Friends = 1; Relatives = 2; Employment agency listing = 3; Classified ads = 4; Employment hotline = 5; Other = 6)

B39-40,B27	Employee network
B39	Friends employed (None = 1; Some = 2; Many = 3)
B40	Relatives employed (None = 1; Some = 2; Many = 3)
B27	Spouse employed (No = 1; Yes = 2)

*Attitudinal Variables:*

A1-A4	Protestant work ethic (Blood 1969)
A5-A13	Work role salience (Greenhaus 1971)
A14-A17	Job involvement (Lodahl and Kejner 1965)
A18-A23	Work group attachment (Sheldon 1971; Randall and Cote 1991)
A44-A59	Perceived organizational support (Eisenberger et al. 1986)
A60-B18	Job satisfaction (Quinn and Staines 1979)
B17-B18	Organizational commitment (Mowday, Steers, Porter 1979)
A39-A43	State commitment (Mowday, Steers, Porter 1979)

Note: *All attitudinal variables are coded: (Strongly agree = 1; Mildly agree = 2; Neither agree nor disagree = 3; Mildly disagree = 4; Strongly disagree = 5)*

## APPENDIX B

### Frequencies and Percentages by Contract Type

Variable	Classified Staff	Hourly Wage	All Respondents
<b>Gender</b>			
Male	48 (28.9)	90 (36.7)	138 (33.7)
Female	118 (71.1)	155 (63.3)	273 (66.3)
<b>Marital Status</b>			
Never married	35 (21.1)	105 (42.7)	141 (34.1)
Married	114 (68.7)	126 (51.2)	240 (58.1)
Divorced/widowed	17 (10.2)	15 ( 6.1)	32 ( 7.7)
<b>Education</b>			
Up to high school	5 ( 3.0)	13 ( 5.3)	18 ( 4.4)
High school	42 (25.1)	34 (13.9)	77 (18.6)
Some college	30 (18.0)	42 (17.1)	72 (17.4)
Two-year degree	17 (10.2)	21 ( 8.6)	38 ( 9.2)
Four-year degree	43 (25.7)	60 (24.5)	103 (24.9)
Graduate degree	30 (18.0)	75 (30.6)	105 (25.4)
<b>Personal Income</b>			
Under \$5,000	1 ( 0.8)	30 (14.8)	31 ( 9.3)
5,000-9,999	2 ( 1.6)	69 (34.0)	71 (21.3)
10,000-14,999	18 (14.0)	65 (32.0)	84 (25.1)
15,000-19,999	42 (32.6)	20 ( 9.9)	62 (18.6)
20,000-24,999	31 (24.0)	11 ( 5.4)	42 (12.6)
25,000-29,999	13 (10.1)	6 ( 3.0)	19 ( 5.7)
30,000-34,999	6 ( 4.7)	1 ( 0.5)	8 ( 2.4)
35,000-39,999	3 ( 2.3)	1 ( 0.5)	4 ( 1.2)
40,000-45,999	6 ( 4.7)	0 ( 0.0)	6 ( 1.8)
45,000 +	7 ( 5.4)	0 ( 0.0)	7 ( 2.1)
<b>Family Income</b>			
Under \$10,000	2 ( 1.6)	22 (12.2)	24 ( 7.8)
10,000-19,999	14 (11.2)	39 (21.7)	53 (17.3)
20,000-29,999	25 (20.0)	24 (13.3)	49 (16.0)
30,000-39,999	22 (17.6)	26 (14.4)	49 (16.0)
40,000-49,999	24 (19.2)	22 (12.2)	46 (15.0)
50,000-59,999	15 (12.0)	16 ( 8.9)	31 (10.1)
60,000-69,999	9 ( 7.2)	11 ( 6.1)	20 ( 6.5)
70,000-79,999	8 ( 6.4)	5 ( 2.8)	14 ( 4.6)

80,000-89,999	1 ( 0.8)	5 ( 2.8)	6 ( 2.0)
90,000 +	5 ( 4.0)	10 ( 5.6)	15 ( 4.9)
<b>Source of Opening</b>			
Friends	43 (25.7)	94 (39.5)	137 (33.7)
Relatives	9 ( 5.4)	17 ( 7.1)	26 ( 6.4)
Agency listing	14 ( 8.4)	7 ( 2.9)	22 ( 5.4)
Classified ads	13 ( 7.8)	19 ( 8.0)	32 ( 7.9)
Hotline	32 (19.2)	21 ( 8.8)	53 (13.0)
Other	56 (33.5)	80 (33.6)	137 (33.7)
<b>Previous Employment</b>			
No	95 (57.9)	132 (55.2)	229 (56.5)
Yes, permanent	42 (25.6)	36 (15.1)	78 (19.3)
Yes, temporary	26 (15.9)	70 (29.3)	96 (23.7)
Both	1 ( 0.6)	1 ( 0.4)	2 ( 0.5)
<b>Anticipated Permanent</b>			
Yes	5 ( 4.2)	20 ( 9.5)	25 ( 7.6)
No	5 ( 4.2)	93 (44.3)	99 (29.9)
Not sure	7 ( 5.9)	56 (26.7)	63 (19.0)
Already permanent	102 (85.7)	41 (19.5)	144 (43.5)
<b>Alternative Employment</b>			
Strongly agree	4 ( 2.6)	19 ( 8.4)	23 ( 6.0)
Agree	19 (12.4)	41 (18.1)	60 (15.7)
Neither	25 (16.3)	5 (19.8)	70 (18.3)
Disagree	33 (21.6)	48 (21.1)	82 (21.5)
Strongly disagree	72 (47.1)	74 (32.6)	147 (38.5)
<b>Occupation</b>			
Official/Admin.	12 ( 8.1)	10 ( 4.6)	22 ( 5.9)
Professionals	35 (23.5)	21 ( 9.6)	56 (15.2)
Technicians	22 (14.8)	37 (16.9)	59 (16.0)
Protective Services	0 ( 0.0)	5 ( 2.3)	5 ( 1.4)
Paraprofessionals	7 ( 4.7)	37 (16.9)	44 (11.9)
Office/Clerical	56 (37.6)	65 (29.7)	121 (32.7)
Skilled Craft	7 ( 4.7)	6 ( 2.7)	13 ( 3.5)
Service/Maintenance	10 ( 6.7)	38 (17.4)	48 (13.0)
<b>Friends Employed</b>			
None	10 ( 6.8)	45 (20.3)	55 (14.8)
Some	86 (58.5)	124 (55.9)	210 (57.2)
Many	51 (34.7)	53 (23.9)	104 (28.0)
<b>Relatives Employed</b>			
None	88 (53.7)	172 (72.3)	260 (64.8)
Some	70 (42.7)	64 (26.9)	134 (33.2)

Many	6 ( 3.7)	2 ( 0.8)	8 ( 2.0)
Spouse Employed			
No	83 (53.2)	87 (39.7)	170 (45.3)
Yes	39 (25.0)	49 (22.4)	88 (23.5)
Not married	34 (21.8)	83 (37.9)	117 (31.2)

## APPENDIX C

### Item Means and Standard Deviations by Contract Type

Item	Classified Staff N = 168		Hourly Wage N = 248		All Employees N = 416	
	Mean	SD	Mean	SD	Mean	SD
PWE1	3.82	1.12	3.93	.97	3.89	1.04
PWE2	3.95	1.05	4.01	1.06	3.99	1.05
PWE3	3.64	1.22	3.76	1.20	3.71	1.21
PWE4	3.77	1.13	3.77	1.08	3.77	1.10
<i>Protestant Work Ethic Summated Scale</i>	15.22	3.05	15.48	2.80	15.38	2.90
WRS1	2.73	1.36	2.96	1.41	2.87	1.39
WRS2	3.55	1.25	3.54	1.25	3.54	1.25
WRS3	3.56	1.30	3.77	1.16	3.68	1.22
WRS4	3.06	1.32	3.42	1.22	3.28	1.28
WRS5	3.68	.98	3.91	1.00	3.81	1.00
WRS6	2.88	1.27	3.13	1.31	3.04	1.30
WRS7	2.77	1.29	3.04	1.34	2.94	1.33
WRS8	2.10	1.13	2.25	1.10	2.20	1.12
WRS9	4.20	1.14	4.27	1.01	4.25	1.06
<i>Work Role Salience Summated Scale</i>	28.52	5.25	30.38	5.10	29.65	5.22
JI1	1.86	1.02	1.99	1.02	1.94	1.02
JI2	3.71	1.07	3.54	1.12	3.61	1.10
JI3	1.48	.88	1.60	1.01	1.55	.96
JI4	1.82	1.06	2.05	1.18	1.96	1.14
<i>Job Involvement Summated Scale</i>	8.86	2.98	9.18	3.18	9.06	3.10
WGA1	3.77	1.21	3.70	1.07	3.73	1.13
WGA2	3.56	1.28	3.80	1.08	3.70	1.17
WGA3	3.11	1.33	3.04	1.36	3.07	1.35



WGA4	3.49	1.35	3.17	1.24	3.30	1.29
WGA5	3.55	1.19	3.44	1.11	3.48	1.14
WGA6	2.80	1.34	2.78	1.28	2.79	1.30

*Work Group Attachment  
Summated Scale*

20.28	5.96	19.95	5.31	20.07	5.57
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OC1	3.89	1.00	3.58	1.10	3.72	1.07
OC2	3.40	1.12	3.29	1.18	3.33	1.16
OC3	3.63	1.25	3.47	1.22	3.53	1.23
OC4	2.20	1.22	2.24	1.31	2.22	1.27
OC5	2.71	1.02	2.89	1.11	2.81	1.07
OC6	3.84	.95	3.82	.99	3.83	.97
OC7	2.27	1.20	2.31	1.15	2.29	1.17
OC8	2.72	1.15	2.94	1.07	2.85	1.11
OC9	3.26	1.25	3.09	1.25	3.15	1.25
OC10	3.65	1.03	3.45	1.03	3.53	1.04
OC11	2.93	1.31	2.88	1.28	2.90	1.29
OC12	2.61	1.06	2.72	1.14	2.67	1.11
OC13	4.22	.99	3.94	1.03	4.05	1.02
OC14	3.04	1.16	2.87	1.22	2.94	1.20
OC15	4.24	1.04	4.20	1.07	4.22	1.05

*Organizational Commitment  
Summated Scale*

48.55	9.87	47.58	10.52	47.95	10.28
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STCOM1	2.60	1.17	2.74	1.15	2.68	1.16
STCOM2	3.45	1.32	3.29	1.31	3.35	1.31
STCOM3	2.15	1.11	2.05	1.13	2.08	1.12
STCOM4	3.26	1.14	3.24	1.05	3.24	1.09
STCOM5	4.10	1.07	4.03	1.05	4.05	1.06

*State Commitment  
Summated Scale*

15.59	3.99	15.37	4.08	15.43	4.05
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POS1	2.58	1.14	2.78	1.14	2.70	1.14
POS2	2.58	1.31	2.57	1.37	2.58	1.35
POS3	2.72	1.21	2.82	1.18	2.77	1.19
POS4	2.45	1.07	2.50	1.09	2.48	1.08
POS5	2.95	1.21	3.00	1.14	2.98	1.17
POS6	2.87	1.07	2.75	1.05	2.80	1.06
POS7	3.32	1.00	3.14	1.00	3.21	1.00
POS8	2.75	1.04	2.68	1.10	2.71	1.08
POS9	2.90	1.17	2.97	1.16	2.94	1.16
POS10	2.79	1.02	2.89	1.06	2.85	1.04

POS11	2.73	1.10	2.94	1.09	2.86	1.10
POS12	2.80	1.21	2.81	1.18	2.81	1.19
POS13	2.91	1.13	2.85	1.11	2.87	1.11
POS14	2.82	1.11	2.87	1.06	2.85	1.08
POS15	2.91	1.02	3.01	1.05	2.97	1.04
POS16	2.64	1.01	2.77	1.10	2.72	1.06

*Perceived Organizational Support  
Summated Scale*

44.58	11.93	45.17	13.04	44.91	12.57
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SATCOM1	3.06	1.42	3.58	1.31	3.37	1.38
SATCOM2	4.26	.99	4.28	1.10	4.27	1.06
SATCOM3	4.33	.91	4.37	1.04	4.35	.99
SATCOM4	3.80	1.22	3.97	1.06	3.89	1.13
SATCHA1	3.10	1.38	3.54	1.30	3.36	1.35
SATCHA2	3.47	2.53	3.73	1.16	3.62	1.19
SATCHA3	3.62	1.14	3.71	1.22	3.67	1.19
SATCHA4	3.82	.98	3.52	1.11	3.64	1.07
SATFIN1	2.50	1.18	2.78	1.31	2.66	1.27
SATFIN2	2.73	1.32	2.38	1.32	2.51	1.33
SATFIN3	3.84	1.15	2.18	1.24	2.85	1.45
SATCO1	3.79	1.01	3.79	1.03	3.79	1.02
SATCO2	3.67	1.06	3.98	.96	3.85	1.01
SATRES1	3.33	1.31	3.82	1.22	3.62	1.28
SATRES2	3.83	1.13	3.95	1.03	3.90	1.07
SATRES3	3.41	1.36	3.78	1.21	3.63	1.28
SATRES4	3.64	1.29	3.92	1.20	3.81	1.24
SATPRO1	3.48	1.26	2.77	1.08	2.65	1.16
SATPRO2	1.91	1.02	2.34	1.10	2.16	1.09

*Job Satisfaction  
Summated Scale*

64.34	11.38	66.35	11.76	65.47	11.64
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## **Appendix D**



Department of Sociology

College of Arts and Sciences  
Blacksburg, Virginia 24061-0137  
(703) 231-8971 Fax: (703) 231-3860

February 17, 1992

Dear [REDACTED] Employee:

I am writing to ask for your assistance in a research project important to both of us.

Please allow me to introduce myself. I am a doctoral candidate in Sociology with a concentration in the Sociology of Work. My doctoral dissertation, "Dimensions of Commitment: An Examination of Worker-Organization Linkages in a Large Bureaucracy," examines employees' feelings about work in general and especially about their particular workplace. This research project not only constitutes a vital part of my graduate education, but also allows you an opportunity to express your views on the work environment [REDACTED].

Your name was selected at random from a list of university employees. Your participation in the survey is strictly voluntary; and you may refuse to answer any or all questions. Any information you provide will be kept confidential and anonymous in all phases of the research. Your responses will be combined with the responses of other [REDACTED] employees for statistical summaries. Neither you nor your immediate work unit will be identified in any way.

The enclosed questionnaire will take you only 15-20 minutes to complete. Please use a #2 pencil, if possible, so your responses can be machine-read. If you wish to make additional comments or suggestions -- and you are encouraged to do so -- please put your comments at the end of the questionnaire, or on additional pages if you prefer. For your convenience, I have provided a stamped envelope for you to return your completed questionnaire.

Since I am surveying only a small fraction of the employees [REDACTED], your response is very important to the success of my study. Your response, in short, will be used to represent the opinions of hundreds of your co-workers, so *please* take a few moments to fill out and return your completed questionnaire. Thank you in advance; I am very much appreciative of your help.

Sincerely,

Reba Rowe Lewis



VIRGINIA POLYTECHNIC INSTITUTE  
AND STATE UNIVERSITY

**Department of Sociology**

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March 4, 1992

Dear [REDACTED] Employee:

Recently you were mailed a questionnaire seeking your help in my study of the work environment [REDACTED]. Since that time, many of you have graciously returned your completed questionnaires. Since my study is dependent on your cooperation, your overwhelming response is most appreciated.

Many of you in part-time or temporary positions have expressed concern that your responses might not be appropriate for the study. Rest assured that your responses are no less important than those of full-time or permanent employees. Since I am surveying only a small portion of [REDACTED] employees, your responses -- regardless of your work status -- are vitally important to the success of the study.

If you have already completed and returned the questionnaire, please accept my heartfelt thanks. If you have not yet completed the questionnaire, please take a few minutes now to do so. Your responses are vital for the success of this project and the completion of my dissertation.

If you have any questions regarding the study, please feel free to call me at [REDACTED]

Sincerely,

Reba Rowe Lewis

**WORK ENVIRONMENT QUESTIONNAIRE, Part A**

USE NO. 2 PENCIL ONLY

Listed below is a series of statements describing possible feelings people may have about their work. With respect to your own feelings about your work, please indicate your agreement or disagreement with each of the statements using the following scale:

Strongly agree = 1; Mildly agree = 2; Neither agree nor disagree = 3;  
Mildly disagree = 4; Strongly disagree = 5.

Please mark the corresponding number in the space to the right with a #2 pencil.

1. Hard work makes one a better person.
2. Wasting time is as bad as wasting money.
3. A good indication of a person's worth is how well they do their job.
4. If all other things are equal, it is better to have a job with a lot of responsibility than one with little responsibility.
5. Work is one of the few areas of life where you can gain real satisfaction.
6. To me, a job should be viewed primarily as a way of making good money.
7. It is difficult to find satisfaction in life unless you enjoy your job.
8. Work is one of those necessary evils.
9. I look at a career as a means of expressing myself.
10. I would consider myself extremely "career-minded."
11. I could never be truly happy in life unless I achieved success in my job or career.
12. I want to be able to pretty much forget my job when I leave work in the evenings.
13. The whole idea of working and holding a job is kind of distasteful to me.
14. The most important things that happen to me involve my job.
15. I am very much involved personally in my job.
16. I live, eat, and breathe my job.
17. The major satisfaction in my life comes from my job.
18. I frequently have opportunities to develop close friendships at work.
19. I frequently have opportunities to interact socially with my co-workers on the job.
20. I frequently have opportunities to interact socially with my co-workers off the job.
21. Some of my best friends are the people I work with.
22. I feel very much a part of the people I work with.
23. I frequently have off-the-job contacts with my work colleagues.

Listed below is a series of statements that represent possible feelings individuals might have about the organization for which they work. With respect to your own feelings about [redacted], please indicate your agreement or disagreement with each of the statements using the following scale:

Strongly agree = 1; Mildly agree = 2; Neither agree nor disagree = 3;  
Mildly disagree = 4; Strongly disagree = 5.

24. I am willing to put in a great deal of effort beyond that normally expected in order to help this university be successful.
25. I talk up this university to my friends as a great organization to work for.
26. I feel very little loyalty to this university.
27. I would accept almost any type of job assignment in order to keep working for this university.
28. I find that my values and the university's values are very similar.
29. I am proud to tell others that I am part of this university.

1	1	2	3	4	5	6	7	8	9	10
2	1	2	3	4	5	6	7	8	9	10
3	1	2	3	4	5	6	7	8	9	10
4	1	2	3	4	5	6	7	8	9	10
5	1	2	3	4	5	6	7	8	9	10
6	1	2	3	4	5	6	7	8	9	10
7	1	2	3	4	5	6	7	8	9	10
8	1	2	3	4	5	6	7	8	9	10
9	1	2	3	4	5	6	7	8	9	10
10	1	2	3	4	5	6	7	8	9	10
11	1	2	3	4	5	6	7	8	9	10
12	1	2	3	4	5	6	7	8	9	10
13	1	2	3	4	5	6	7	8	9	10
14	1	2	3	4	5	6	7	8	9	10
15	1	2	3	4	5	6	7	8	9	10
16	1	2	3	4	5	6	7	8	9	10
17	1	2	3	4	5	6	7	8	9	10
18	1	2	3	4	5	6	7	8	9	10
19	1	2	3	4	5	6	7	8	9	10
20	1	2	3	4	5	6	7	8	9	10
21	1	2	3	4	5	6	7	8	9	10
22	1	2	3	4	5	6	7	8	9	10
23	1	2	3	4	5	6	7	8	9	10
24	1	2	3	4	5	6	7	8	9	10
25	1	2	3	4	5	6	7	8	9	10
26	1	2	3	4	5	6	7	8	9	10
27	1	2	3	4	5	6	7	8	9	10
28	1	2	3	4	5	6	7	8	9	10
29	1	2	3	4	5	6	7	8	9	10

A 0 1 2 3 4 5 6 7 8 9 B 0 1 2 3 4 5 6 7 8 9 C 0 1 2 3 4 5 6 7 8 9

*Strongly agree = 1; Mildly agree = 2; Neither agree nor disagree = 3;  
Mildly disagree = 4; Strongly disagree = 5*

- |   |    |   |   |   |   |   |   |   |   |   |    |
|---|----|---|---|---|---|---|---|---|---|---|----|
| 30. I could just as well be working for a different organization as long as the type of work was similar.               | 30 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 31. This university really inspires the very best in me in the way of job performance.                                  | 31 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 32. It would take very little change in my present circumstances to cause me to leave this university.                  | 32 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 33. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.  | 33 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 34. There is not too much to be gained by sticking with this university indefinitely.                                   | 34 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 35. Often, I find it difficult to agree with this university's policies on important matters relating to its employees. | 35 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 36. I really care about the fate of this university.  | 36 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 37. For me, this is the best of all possible organizations for which to work.   | 37 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 38. Deciding to work for this university was a definite mistake on my part.   | 38 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 39. I talk up the State of [REDACTED] as a great employer.  | 39 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 40. I feel little loyalty to the State of [REDACTED]  | 40 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 41. I would accept almost any type of job assignment in order to keep working for the State of [REDACTED]               | 41 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 42. I am proud to tell others that I am an employee of the State of [REDACTED]  | 42 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 43. Deciding to work for the State of [REDACTED] was a definite mistake on my part.                                     | 43 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 44. The university values my contribution to its well-being.  | 44 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 45. If the university could hire someone to replace me at lower salary, it would do so.                                 | 45 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 46. The university fails to appreciate any extra effort from me.  | 46 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 47. The university strongly considers my goals and values.  | 47 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 48. The university would ignore any complaint from me.  | 48 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 49. The university disregards my best interests when it makes decisions that affect me.                                 | 49 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 50. Help is available from the university when I have a problem.  | 50 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 51. The university really cares about my well-being.  | 51 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 52. Even if I did the best job possible, the university would fail to notice.   | 52 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 53. The university is willing to help me when I need a special favor.   | 53 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 54. The university cares about my general satisfaction at work.   | 54 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 55. If given the opportunity, the university would take advantage of me.  | 55 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 56. The university shows very little concern for me.  | 56 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 57. The university cares about my opinions.   | 57 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 58. The university takes pride in my accomplishments at work.   | 58 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 59. The university tries to make my job as interesting as possible.   | 59 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 60. I have enough time to get the job done.   | 60 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

WORK ENVIRONMENT QUESTIONNAIRE, Part B

USE NO. 2 PENCIL ONLY

Strongly agree = 1; Mildly agree = 2; Neither agree nor disagree = 3; Mildly disagree = 4; Strongly disagree = 5

- 1. My working hours are good.
- 2. Travel to and from work is convenient.
- 3. The physical surroundings are pleasant.
- 4. I am free from conflicting demands that other workers or supervisors make of me.
- 5. I have an opportunity to develop my own special abilities.
- 6. I am given the chance to do the things I do best.
- 7. The problems I am expected to solve are hard enough.
- 8. The pay is good.
- 9. The job security is good.

1 1 2 3 4 5 6 7 8 9 10  
 2 1 2 3 4 5 6 7 8 9 10  
 3 1 2 3 4 5 6 7 8 9 10  
 4 1 2 3 4 5 6 7 8 9 10  
 5 1 2 3 4 5 6 7 8 9 10  
 6 1 2 3 4 5 6 7 8 9 10  
 7 1 2 3 4 5 6 7 8 9 10  
 8 1 2 3 4 5 6 7 8 9 10  
 9 1 2 3 4 5 6 7 8 9 10

- 10. The fringe benefits are good.
- 11. I am given a lot of chances to make friends at work.
- 12. The people I work with take a personal interest in me.
- 13. I receive enough help and equipment to get the job done.
- 14. I have enough authority to do my job.
- 15. My supervisor is successful in getting people to work together.
- 16. My supervisor is helpful to me in getting my job done.
- 17. Promotions are handled fairly.
- 18. The chances for promotion are good.
- 19. If I were laid off, I could easily find comparable work in this area.

10 1 2 3 4 5 6 7 8 9 10  
 11 1 2 3 4 5 6 7 8 9 10  
 12 1 2 3 4 5 6 7 8 9 10  
 13 1 2 3 4 5 6 7 8 9 10  
 14 1 2 3 4 5 6 7 8 9 10  
 15 1 2 3 4 5 6 7 8 9 10  
 16 1 2 3 4 5 6 7 8 9 10  
 17 1 2 3 4 5 6 7 8 9 10  
 18 1 2 3 4 5 6 7 8 9 10

If employed by a temporary agency, please answer Questions 20-24; all others skip to Q.25.

- 20. I talk up temporary work to my friends as a great way to work.
- 21. I feel very little loyalty to the temporary agency (agencies).
- 22. I would accept almost any type of job assignment in order to keep working as a temporary.
- 23. I am proud to tell others that I am a temporary worker.
- 24. Deciding to work as a temporary was a definite mistake on my part.

19 1 2 3 4 5 6 7 8 9 10  
 20 1 2 3 4 5 6 7 8 9 10  
 21 1 2 3 4 5 6 7 8 9 10  
 22 1 2 3 4 5 6 7 8 9 10

This portion of the questionnaire consists of questions about you personally. Please recall that any information you provide is confidential and you will not be identified personally. Please mark the corresponding number in the space to the right.

- 25. Your sex? Male = 1; Female = 2
- 26. Your marital status? Never married = 1; Married = 2; Divorced/widowed = 3
- 27. If married, does your spouse also work for this university? No = 1; Yes = 2; Not married = 3
- 28. What is your educational level? Up to high school = 1; High school = 2; Some college = 3; Two-year degree = 4; Four-year degree = 5; Graduate degree = 6
- 29. What is your job category? Classified staff = 1; Hourly wage = 2

23 1 2 3 4 5 6 7 8 9 10  
 24 1 2 3 4 5 6 7 8 9 10  
 25 1 2 3 4 5 6 7 8 9 10  
 26 1 2 3 4 5 6 7 8 9 10  
 27 1 2 3 4 5 6 7 8 9 10  
 28 1 2 3 4 5 6 7 8 9 10  
 29 1 2 3 4 5 6 7 8 9 10

A 0 1 2 3 4 5 6 7 8 9 B 0 1 2 3 4 5 6 7 8 9 C 0 1 2 3 4 5 6 7 8 9



30. How did you first learn of this opening? Friends = 1; Relatives = 2; [redacted] Listing = 3; Classified ads = 4; Jobline = 5; Other = 6	30	1 2 3 4 5 6 7 8 9 10
31. Have you been previously employed by this university? No = 1; Yes, as permanent employee = 2; Yes, as temporary employee = 3	31	1 2 3 4 5 6 7 8 9 10
32. If temporary, do you anticipate permanent employment with this university? Yes = 1; No = 2; Not sure = 3; Already permanent = 4	32	1 2 3 4 5 6 7 8 9 10
33. Are you a member of the [redacted] Employees' Association? No = 1; Yes = 2	33	1 2 3 4 5 6 7 8 9 10
34. What is your job title? _____	34	1 2 3 4 5 6 7 8 9 10
35. What is your job grade (if applicable)? _____	35	1 2 3 4 5 6 7 8 9 10
36. What would you say is the approximate average age of the people in your immediate work group (the people with whom you interact on a daily basis)? _____	36	1 2 3 4 5 6 7 8 9 10
37. Approximately what percentage of your immediate work group is male? _____%	37	1 2 3 4 5 6 7 8 9 10
38. Approximately what percentage of your immediate work group is comprised of temporary workers? _____%	38	1 2 3 4 5 6 7 8 9 10
39. How many of your friends work for this university? _____	39	1 2 3 4 5 6 7 8 9 10
40. How many of your relatives work for this university? _____	40	1 2 3 4 5 6 7 8 9 10
41. Your age at last birthday? _____	41	1 2 3 4 5 6 7 8 9 10
42. What year were you hired? (If less than one year, give approximate day/month.) By the university, 19 _____ By your current department, 19 _____ In your present position, 19 _____	42	1 2 3 4 5 6 7 8 9 10
43. What is your current hourly wage? _____/hour; or annual salary? _____/year	43	1 2 3 4 5 6 7 8 9 10
44. Approximately what would you say is your annual <i>personal</i> income? Round to the nearest thousand dollars _____	44	1 2 3 4 5 6 7 8 9 10
45. Approximately what would you say is your annual <i>family</i> income? Round to the nearest thousand dollars _____	45	1 2 3 4 5 6 7 8 9 10
<i>Thank you for your assistance. If you would like to make additional comments regarding your employment, please write your comments below or add additional pages if you prefer.</i>		
	47	1 2 3 4 5 6 7 8 9 10
	48	1 2 3 4 5 6 7 8 9 10
	49	1 2 3 4 5 6 7 8 9 10
	50	1 2 3 4 5 6 7 8 9 10
	51	1 2 3 4 5 6 7 8 9 10
	52	1 2 3 4 5 6 7 8 9 10
	53	1 2 3 4 5 6 7 8 9 10
	54	1 2 3 4 5 6 7 8 9 10
	55	1 2 3 4 5 6 7 8 9 10
	56	1 2 3 4 5 6 7 8 9 10
	57	1 2 3 4 5 6 7 8 9 10
	58	1 2 3 4 5 6 7 8 9 10
	59	1 2 3 4 5 6 7 8 9 10
	60	1 2 3 4 5 6 7 8 9 10

## VITA

Reba Rowe Lewis was born in Washington, North Carolina on March 9, 1945. As a young mother of two school-aged children, Reba entered East Carolina University, in Greenville, North Carolina, in November 1976. There she earned her B.A. degree in Sociology in December 1981, and her M.A. degree in Sociology in June 1985.

From January 1983 to May 1989, Reba was employed as a Lecturer of Sociology, in the Department of Sociology and Anthropology, at East Carolina University. In addition to her teaching responsibilities, she served as a Research Assistant for Institutional Research, as an Academic Advisor in the General College, and as a Sociology Undergraduate Advisor.

With her youngsters launched on careers of their own, Reba entered the doctoral program in Sociology at Virginia Polytechnic Institute and State University, in Blacksburg, Virginia, in August 1989. At Virginia Tech, Reba earned academic distinction and was selected as a Commonwealth Fellow 1991/92 by the State Council of Higher Education of Virginia, one of only eleven doctoral students in Virginia to receive this honor.

Reba's work is published in *The American Sociologist* and in supplementary materials for several major textbooks of Introductory Sociology. Upon completion of her Ph.D. studies, Reba will assume the position of Assistant Professor of Sociology, Department of Sociology and Anthropology, James Madison University, in Harrisonburg, Virginia.

