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## Organizational Commitment: A Multiple Commitment Concept

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Organizational Commitment: A Multiple  
Commitment Concept

A Thesis

Presented to the  
Department of Psychology  
and the  
Faculty of the Graduate College  
University of Nebraska

In Partial Fulfillment  
of the Requirements for the Degree  
Master of Arts  
University of Nebraska at Omaha

by

Randy L. Fulton

April, 1991

running head: Multiple foci of organizational commitment.

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Organizational Commitment

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Thesis Acceptance

Acceptance for the faculty of the Graduate  
College, University of Nebraska, in partial fulfillment  
of the requirements for the Degree, Master of Arts,  
University of Nebraska at Omaha. Committee

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This document is dedicated to Nancy, Kristin, and Aaron, who have contributed their own types of encouragement to the completion of this manuscript.

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## Abstract

Reichers (1985) challenged the conceptualization of organizational commitment (OC) as a singular focus on the organization as a whole. She conceptualized OC as a fixed quantity, which could be affected by the employee's perceptions of conflict. Subsequent research (Reichers, 1986) showed that employees' refer to top management when discussing organizational commitment. This research tested the antecedent relationship of conflict perceptions to OC and the potential for the employee to focus on multiple groups in determining their commitment strength. Data were collected through questionnaires from 162 employees of a larger residential facility for the developmentally disabled. Hypotheses that in the presence of conflict perceptions, commitment to groups within the organization other than top management would account for variance in organizational commitment were not supported. In fact, when conflict perceptions were less than the mean, information was gained by knowledge of commitment to other groups within the organization. OC was found to be reduced by conflict perceptions. Results suggest that fostering multiple commitments within an organization may prevent turnover.

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Organizational Commitment: A Multiple  
Commitment Concept

Within organizational psychology, commitment is conceptualized as the relative strength of an employee's attachment to an organization (Mowday, Porter, & Steers, 1982). Mowday et al. (1982) characterized this attachment as the employee's acceptance of the organization's goals and values, a willingness to exert effort toward accomplishing the organization's goals, and a desire to maintain organization membership. It is an intra-individual experience between the employee and the perceived organizational entity composed of bonds defined by the three components of the Mowday et al., (1982) definition. This idea does not preclude the co-existence of other types of commitment, e.g., family commitment (Mowday et al., 1982); yet this conceptualization does appear to overlook the possibility of multiple foci within the employee's perception of the organizational entity.

Three operational definitions of organizational commitment exist with the primary differences

noted in the antecedents to commitment; attitudes (Mowday, Porter, & Steers, 1982), behavior (O'Reilly & Caldwell, 1980), and investment and rewards associated with organizational membership (Koslowsky, Kluger, & Yinon, 1988; Rusbult & Farrel, 1983). The attitudinal definition is most often employed in research due to its use in the construction of the principle measure of organizational commitment, the Organizational Commitment Questionnaire (OCQ) (Reichers, 1985). This definition emphasizes a cyclical exchange between attitude and behavior resulting in attitude reinforcement through a multitude of linkages within the organization (Mowday et al., 1982; Mottaz, 1988). The definition implying the emergence of behaviors from attitudes, will be used in this study.

Research on organizational commitment. Research interest on organizational commitment and its antecedents has come about due to organizational commitment's related consequences; turnover, absenteeism, and tardiness (Angle & Perry, 1981; Mowday et al., 1982). Organizational commitment is seen as statistically discriminable from job satisfaction

(Brooke, Russell, & Price, 1988). Its relationship to job satisfaction as an antecedent (Bateman and Strasser, 1984), consequence (Mathieu, 1988; O'Reilly, & Caldwell, 1980) or neither (Curry, Wakefield, Price, & Mueller, 1986) has been debated. Some of this confusion can be explained by noting that organizational commitment has been found to be more stable than job satisfaction and represents a global attachment to the organization, not the job (Mowday et al., 1982). Another distinction is that organizational commitment refers to the relative strength of the individual's attachment to an organization, whereas satisfaction references an affective response to the job situation (Brooke, et al., 1988; Mowday et al., 1982).

Support for the idea of conflict as an antecedent variable is noted in Mathieu's (1988) development of an organizational commitment process model at an ROTC training school. His model showed a direct positive influence from job satisfaction on organizational commitment. This model also showed a direct negative influence of role strain on commitment and an indirect effect on organizational commitment through job

satisfaction. The path analysis showed role strain to be a function of training class cohesion, unit performance standards, and individual achievement motivation. Individual achievement motivation had a direct positive relationship to organizational commitment.

Because of the costs related to organizational commitment's consequences, research into its antecedents is abundant (Mowday, Porter, & Steers, 1982). In general, intrinsic rewards (i.e., task autonomy, significance, and involvement) exerted a stronger effect on organizational commitment than extrinsic rewards (e.g., pay equity, promotional opportunity, supervisory assistance) (Mottaz, 1988). Work rewards and work values were found to account for 60 % of the variance in organizational commitment (Mottaz, 1988). Other studies of personal and situational influences on job performance, job satisfaction, and organizational commitment note that situational variables (e.g., job context) and personal variables (e.g., career goals) account for 25 % and 15 % of the variance in organizational commitment,

respectively (Colarelli, Dean, & Konstans, 1987).

In the work force, when comparing white collar to blue collar employees, research noted that intrinsic rewards are associated with stronger organizational commitment effect magnitudes than extrinsic rewards for the white collar employee (Mottaz, 1988). Other researchers (Curry et al., 1986) have found that extrinsic variables account for approximately 49 % of organizational commitment variance. The variables measured by Curry et al. (1986) were: routinization, distributive justice, instrumental communication, promotional opportunity, integration, work involvement, kinship responsibility, and employment opportunity. Strong negative correlations were recorded for structural variables: routinization and distributive justice.

Research to isolate the antecedents and consequences related to organizational commitment has pointed out two shortcomings within the organizational commitment literature (Bateman & Strasser, 1984; Mottaz, 1988; Mowday, et al., 1982; Reichers, 1985). The first of these is the lack of a clearly defined

organizational commitment model. The second is researchers' reliance on bivariate statistical analysis techniques, rather than multivariate techniques that allow the effects of one antecedent to be held constant while exploring another. An example of the latter shortcoming is that many demographic variables, historically given antecedent status, have been shown through multivariate analysis to be spurious indirect effects (Curry et al., 1986; Mottaz, 1988). Multivariate analysis takes into account the relationship of an independent variable with all other independent variables (Lewis-Beck, 1980).

The evolution of multiple focus conceptualizations. Several authors have recently challenged the conceptualization of organizational commitment as a singular exchange between the individual and the organization portrayed as a singular entity (Mowday et al., 1982; Morrow, 1983; Morrow & Goetz, 1988; Morrow & McElroy, 1985; Reichers, 1985, 1986). This challenge focuses on the potential for the employee's use of multiple reference points and the potential for conflict between goals adopted by

different organizational representatives.

Morrow (1983) addressed the problem by questioning the potential for redundancy within global organizational commitment through analysis of five types of commitment, (i.e., union, protestant work ethic, job involvement, career, and organizational). Her findings led her to recommend that organizational commitment be divided into multiple foci. Subsequently, Morrow and McElroy (1985) found support for a separate work commitment index based on perceptions of work value, the employing organization, and the job. Blau (1985) showed that career commitment is operationally discriminable from organizational commitment and work involvement. Morrow and Goetz (1988) also found support for professionalism, work involvement, and work ethic endorsement as foci within global organizational commitment.

The concept of conflict affecting commitment was addressed by Reichers (1985). Therein she addressed the idea of being committed to multiple constituencies within the global organization, e.g., funding agencies, management). Referring to role theory and reference



group concepts, she suggested that persons can show only a prespecified amount of commitment, and in the face of conflict, must spread their commitment among the several perceived organizational components related to the conflict perception. Reichers (1985) operationalized conflict as an incompatibility between one goal, value, or need and another goal, value, or need; thus, the source may be interpersonal or intrapersonal. She also suggested the use of modified commitment questionnaires or forced choice queries to define the effect of conflict on organizational commitment (Reichers, 1985).

Using forced choice techniques, Reichers (1986) showed that conflict between individual and upper management goal orientations did affect organizational commitment. Her findings attributed 24 % of the variance in organizational commitment to psychosocial conflict. In a community mental health setting, management, funding agencies, professionals, clients, and the (consumer) public were shown to be salient constituencies perceived by the employees in that organization.

Another test of conflict's effect on organizations was an exploration of dual and unilateral commitment related to unionization (Magenau, Martin, & Peterson, 1988). In focusing on union decision making, union-management relations, and job satisfaction, union-management relations was the only variable that correlated with both union and employer commitment. Dual commitment was related to satisfying employee-employer exchange relationships, whereas, unilateral commitment was related to a satisfactory exchange relationship with one party and an unsatisfactory exchange relationship with the other. Data related to union stewards in the sample indicated that increased union commitment did not translate into decreased commitment to the employer.

Research by Lachman and Aranya (1986) explored perceptions of congruence or incongruence of goals and suggested that models emphasizing goal congruence are more theoretically viable than those focusing upon perceived conflict or incongruence. This challenged Reichers' (1985) conceptualization, which emphasized the importance of goal incongruence dynamics.

Congruence dynamics were supported by results of Magenau et al. (1988), which showed satisfaction with goals as an important variable.

Unanswered questions arose when research results related to the multifaceted approach to organizational commitment were reviewed as a package. First, commitment as a fixed quantity distributed among individualized focal points, as Reichers (1985, 1986) conceptualizes, seemed at odds with other researchers' suggestions that commitment to one aspect of the work environment (the union) could be increased without simultaneous reduction of organizational commitment (Magenau et al., 1988).

Second, the focus on exchange perceptions suggested that those representatives of the organizational entity able to affect exchange equities should be the primary reference point of the employee. Reichers (1986), found that the individual's global organizational commitment tended to be associated with commitment to top management when the individual identified with top management's goals.

Hypotheses. Several hypotheses were

specified to explore the effect of conflict on the employees' focus of commitment and their commitment strength:

Hypothesis 1. It was hypothesized that global organizational commitment scores would be reduced when conflict perceptions were strong. This hypothesis was based on Reichers' (1985) conceptualization of commitment as a fixed quantity which becomes diversified when conflict is perceived, and also on her findings that organizational commitment was a reflection of commitment to top policy spokespersons (Reichers, 1986).

Hypothesis 2. In staying with Reichers' (1985, 1986) conceptualizations, it was hypothesized that if conflict was not perceived, overall organizational commitment scores would be accounted for primarily by the employee's commitment to top management as the premiere representatives of the organization and not to other potential constituencies within the organization. Conversely, if conflict was perceived, commitment to constituencies other than top management would account for some of the organizational commitment variance.

Hypothesis 3. The final concern was a descriptive exploration of intrinsic and extrinsic rewards in the event of conflict perceptions. Based on Mottaz (1988) work, it was expected that if conflict perceptions were strong, variance in organizational commitment would be attributed to extrinsic rewards rather than intrinsic rewards.

#### Methods

##### Subjects

Eight hundred and seventy-five employees of a large state operated intermediate care facility for the mentally retarded were asked to voluntarily participate in the research through a questionnaire distributed with their pay checks. Response was requested via postal mail. Respondents' rights were guarded through a priori review of the proposal by the University of Nebraska Institutional Review Board and the Research Committee of the host institution.

The questionnaire return rate was 23.1 % (202) with 162 (19 %) sufficiently complete for use in addressing the hypotheses. Typical return rates in mental health settings with mail questionnaire research

are generally within the 20 to 40 % range (Green & Tull, 1975). Of respondents indicating gender, 110 were female and 49 male. Tenure ranged from 1.5 months to 32 years ( $M = 8.86$ ,  $SD = 6.57$ ). On a seven-point scale with one indicating less agreement with the statement, the respondents indicated that conflict was slightly motivating to them ( $M = 4.14$ ,  $SD = 1.93$ ).

The host facility serves an institutionalized mentally retarded population within an interdisciplinary team model. For most direct service positions, there is an administrative chain of command comprised of an immediate supervisor, a department head, and the chief executive officer responsible to an administrative body at another location. Some professional positions, (e.g., psychologists, nurses), have both administrative and professional supervision. These professional positions have consultative input on specific topics to various levels within the administrative and direct treatment hierarchies. The top and mid-level management structure of this facility was external to the treatment team process and not directly participating treatment team members. State

and federal agencies provide regulatory review of services. Appendix A outlines the supervisory relationships between the positions. Table 1 shows

Table 1

A Comparison of the Respondent Group with the Potential Subject Pool by Constituency Membership.

Employment Group	Sample		Population
	<u>n</u>	%	%
Direct Service	93	57.4	82.0
Immediate Supervisor	17	10.4	5.0
Second Level Supervisor	6	3.7	0.7
Professional/consultant	36	22.2	10.5
Top Management	7	4.3	1.3
Not Identified	3	1.8	

that the distribution of respondents in the various constituencies was significantly different than that expected based the distribution of the organization population ( $\chi^2 = 80.89, p < .001$ ). A significant

number of those staff providing direct service did not participate in the study, whereas, the professional/consultant and immediate supervisor levels were disproportionately represented.

Measures

Independent variables relevant to the hypotheses were the employees' perception of conflict, their commitment to the various constituencies that combined to form this organization (regulatory agencies, top management, professionals/consultants, middle management, immediate supervisors, direct service workers, support personnel, and the client), and intrinsic and extrinsic antecedent variables related to job characteristics. The dependent variable was organizational commitment.

Organizational Commitment Questionnaire (OCQ).

Organizational commitment as a global concept was assessed using the Organizational Commitment Questionnaire (OCQ) (Mowday, et al., 1982) (See Appendix B, Questions 1-15). This fifteen item questionnaire uses a seven-point Likert-type scale, ranging from 'strongly agree' (7) to 'strongly



disagree' (1) (Cook, Hepworth, Wall, & Warr, 1981). Items 3, 7, 9, 11, 12, and 15 are reverse scored due to their negative focus. An OCQ score was obtained by averaging the 15 items (Mowday, et al., 1982).

Mean OCQ scores generally range from 4.0 to 6.1 with median scores of 4.5; standard deviations range from 0.64 to 1.30; internal consistency ranges from a coefficient alpha of .82 to .93; and test-retest reliability ranges from  $r = .53$  to  $r = .75$  across time periods of 2 to 4 months. The populations cited in establishing these statistics are police and military units (Cook et al., 1981). A shortened OCQ questionnaire was created by removing the six negatively worded items originally included to guard against respondent acquiescence (Mowday et al., 1982; Tetrick & Farkas, 1988). In light of the importance of conflict perceptions in this research, the 15 item questionnaire designed to reduce passive responding was used in this study.

Validity evidence for the OCQ shows high correlation with job involvement (median 0.55, range 0.30 to 0.56), and with job satisfaction as measured by

the following Job Descriptive Index subscales: work (median 0.61, range 0.37 to 0.64); pay (median 0.29, range 0.01 to 0.68); promotion prospects (median 0.39, range 0.14 to 0.51); supervision (median 0.41, range 0.22 to 0.68); and co-workers (median 0.36, range 0.20 to 0.55) (Cook et al. 1981). Intent to leave an organization and work-oriented interest show negative correlations with OCQ yielding convergent validity scores of -0.63 to -0.74 (Mowday et al., 1982). Discriminate validity with personality variables measured through the Manifest Needs Questionnaire ranges from 0.25 with Need for Achievement to -0.25 for Need for Autonomy (Cook et al. 1981).

Organizational Constituencies Commitment Questionnaire (OCCQ). The respondent's commitment relating to the job category subgroupings (constituencies) within the organization (e.g., direct services, managerial) was assessed through a modified format OCQ (see Appendix B, questions 49-64). Essentially, the modification substituted references to the constitutencies ("this group") for the singular "organization" employed in the original OCQ. An

example of this modification appears in Appendix C. Scoring for the Organizational Constituency Commitment Questionnaire (OCCQ) was completed in the same manner as the OCQ. This yielded a commitment score for each identified constituency. To this author's knowledge, descriptive statistics regarding this measure did not exist prior to this use.

Role Conflict Perceptions (RCP). Perceptions of conflict within the work environment were assessed using a role conflict subscale of the Role Conflict Perceptions measure developed by Rizzo, House, & Lirtzman (1970). It is based on a definition of conflict as an incompatibility of demands and personal values, resource allocation problems, conflicts between obligations to other people, and conflicts between numerous or difficult tasks (Rizzo, House, & Lirtzman, 1970). This nine item subscale (questions 37-45 in Appendix B) is a portion of the 14 item instrument designed to measure role conflict and ambiguity.

Reliability of the RCP is .78 to .82 (Rizzo et al., 1970). Detailed validity data related to the conflict scale is presented by Rizzo et al. (1970).

The RCP's ability to differentiate conflict from role ambiguity is debated (Dougherty & Pritchard, 1985; House & Schuler, 1982; McGee, Ferguson, & Seers, 1989; Reichers, 1986; Tracy & Johnson, 1983). However, the most recent authors (McGee et al., (1989), were unable to recommend an acceptable alternative role conflict measure, therefore this questionnaire was used based on its use in previous research (Dougherty & Pritchard, 1985; House & Schuler, 1982; McGee et al., 1989; Reichers, 1986; Tracy & Johnson, 1983).

Job Characteristics Survey (JC). The intrinsic and extrinsic antecedent variables involved were assessed using the Job Characteristics survey within Hackman and Oldham's (1976) Job Diagnostic Survey (see Appendix B, items 16-36). This survey has 21 items that measure the employee's perception of seven principal job characteristics; skill variety (items 19, 23, 27), task identity (items 18, 25, 33), task significance (items 20, 30, 36), autonomy (items 17, 31, 35), feedback from the job itself (items 22, 26, 34), feedback from agents (items 21, 29, 32), and dealing with others (16, 24, 28). Of these, feedback from agents and dealing with

others are the results of interactions with other persons (extrinsic), whereas the other characteristics represent feedback received from the task-person interaction (intrinsic) (Cook et al., 1981). Cook et al. (1981) present a comprehensive summary of the validity and reliability support for this questionnaire. Questions 28, 25, 27, 29, 31, 36, and 34 are reverse scored due to negative content.

#### Procedures

For this cross-sectional design (Spector, 1985), the questionnaire was distributed with bimonthly pay checks. A self-addressed stamped envelope allowed return mailing to the researcher's home address in an effort to ensure respondent anonymity. Only aggregate data were provided to interested individuals through access to the final report and a research presentation offered as part of the facility's brown bag lunch lecture series. The right of the subjects to refuse participation was protected through their right to refuse return of the questionnaire. Analysis of the demographic data was not conducted to the point of identifying individual respondents.

A cover letter introduced the questionnaire and pointed out the potential benefits of participation (See Appendix D). This letter also defined the constituency job class labels employed in the questionnaire, and outlined their interaction relationships. Respondents were asked to complete the questionnaire in one sitting if possible, at a steady pace, and using their first impressions.

#### Results

General analyses. Data were analyzed using procedures of SAS/STAT for personal computers (SAS Institute, 1987). Table 2 presents the descriptive statistics related to the OCQ, RCP, OCCQ, and JC variables. The overall OCQ mean score was 4.42 on a seven-point scale, (SD = 1.00). Chronbach's alpha for the OCQ was acceptable (coefficient alpha = .84) (Cook et al., 1981). Reliability coefficients related to the JC subscales also were comparable to previous research findings within the range of .58 to .79 (Cook et al., 1981). Coefficient alpha of .84 for the RCP questionnaire compares favorably to previously published work (Dougherty & Pritchard, 1985; Rizzo et

al., 1970).

Reliability statistics for the constituency targeting commitment questionnaire (OCCQ) showed stronger coefficient alphas than the global OCQ coefficient obtained in this study. Still, alpha was within the range reported for the global OCQ. The range of these alpha scores was from .84 for the client constituency to .91 when the focus was top management, middle management, or the immediate supervisor.

Regression analysis was used to test whether any OCCQ variables correlated with other OCCQ variables or a linear combination of OCCQ variables (Lewis-Beck, 1985). This analysis indicated that multicollinearity may be a concern with regard to organizational commitment's relationship to the supervisory constituencies targeted: regulatory agencies, top management, middle management, and immediate supervisor (see Table 3). OCCQ Top Management and OCCQ Regulatory Agency shared 70 % of their variance, while OCCQ Middle Management and OCCQ Immediate Supervisor shared 68 %; this suggests that these category pairs may not have

Table 2

Descriptive Statistics for the OCQ, RCP, and  
OCCQ Score and the JC Measures.

Instrument	<u>M</u>	<u>SD</u>	Min.	Max.	$\alpha$
OCQ	4.42	1.00	1.53	7.00	.84
RCP	4.38	1.30	1.44	6.89	.84
<u>Constituency Commitment Questionnaire</u>					
Regulatory Agencies	3.62	1.26	1.00	6.27	.90
Top Management	3.63	1.35	1.00	6.60	.91
Professional/ Consultant	4.43	1.25	1.00	6.93	.90
Middle Management	4.28	1.26	1.00	7.00	.91
Immediate Supervisor	4.55	1.30	1.00	7.00	.91
Direct Service Provider	5.08	0.99	2.27	7.00	.85
Support Personnel	4.80	1.03	2.20	7.00	.86
Client/Customer	5.14	1.02	1.93	7.00	.84
<u>Job Characteristics</u>					
Task significance	4.67	0.77	2.00	7.00	.65

(table continued)



Organizational Commitment

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(table continued)

Instrument	<u>M</u>	<u>SD</u>	Min.	Max.	$\alpha$
Task identity	4.27	0.88	1.00	6.33	.64
Skill variety	4.46	0.83	1.33	7.00	.72
Autonomy	4.02	0.99	1.66	6.00	.73
Feedback from:					
the job	3.68	0.83	1.67	6.00	.58
agents	3.81	0.92	1.00	6.00	.79
Dealing with others	4.38	0.78	1.44	6.89	.58

been significantly different positions in the respondents' perception of the organization. For those interested in the bivariate correlation matrix, it appears in Appendix E.

Post hoc analysis of the OCCQ variables using principle components factor analysis with a Harris-Kaiser rotation (Stevens, 1986), indicates two factors with eigenvalues greater than 1.0. These factors accounted for 75 % of the OCCQ variance. The first factor was comprised of organization positions dealing with administrative policies and procedures: top

Table 3  
Significant R<sup>2</sup> and R<sup>2</sup> Change Achieved through Regression of the OCCQ  
 Variables on Each Other to Assess Multicollinearity.

Dependent OCCQ variable	Independent OCCQ variable							
	1	2	3	4	5	6	7	8
1. Regulatory Agencies	-	.70	-	-	-	-	-	.02
2. Top Management	.70	-	.03	-	.01	-	.01	-
3. Professionals	.01	.01	-	.44	.01	-	.06	-
4. Middle Management	.03	-	.08	-	.68	-	-	-
5. Immediate Supervisor	-	-	-	.68	-	.05	-	.01
6. Direct Service Worker	-	-	-	.01	.10	-	.05	.57
7. Support Personnel	.07	-	.02	-	-	.50	-	.01
8. Client	-	-	-	-	-	.57	.01	-

Note. p < .05.

management, regulatory agencies, middle management, immediate supervisor, and professional/consultant staff. The second factor was represented by those directly involved in service delivery. It was comprised of constituency commitment related to direct care staff, the clients, and support staff (see Table 4). Appendix F contains the eigenvalues and

Table 4

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Factor Patterns Obtained From the Principle Components Factor Analysis with Harris-Kaiser Rotation.

	Factor 1	Factor 2
Top Management	.92	.31
Regulatory Agencies	.88	.33
Middle Management	.84	.63
Professional	.71	.54
Immediate Supervisor	.73	.67
Direct Care Staff	.43	.93
Support Staff	.52	.83
Client	.28	.87

---

communality estimates related to this analysis. Variance within constituency explained by each factor was 3.86 and 3.66 respectively. Since the magnitude of the factor loadings for the Immediate Supervisor and Professional/Consultants constituency groups were not clear, these factors were not used in additional analysis.

To assess the general relationship of the constituency based commitment scores (OCCQ) and the conflict perception scores (RCP) to organizational commitment, stepwise regression analysis ( $\alpha = 0.05$ ) was performed. The results of this regression analysis appear in Table 5. Organizational commitment scores were associated with OCCQ toward top management ( $R^2 = .525, p = 0.0001$ ), OCCQ toward the immediate supervisor ( $R^2$  change = .057,  $p = 0.0001$ ), conflict ( $R^2$  change = .024,  $p = 0.0026$ ), and OCCQ toward the client ( $R^2$  change = .014,  $p = 0.0171$ ).

Hypothesis 1 analysis. To explore the specific hypotheses related to the effects of perceived conflict, the sample was split into two groups based on the conflict perception (RCP) mean. This yielded

significantly different groups ( $t = -17.16$ ,  $df = 160$ ,  $p = .001$ ) with RCP means of 3.34 for the low conflict perception group ( $n = 75$ ) and 5.27 for the group above the overall mean ( $n = 87$ ). Analysis of the OCQ variable for these groups also showed that the groups were significantly different ( $t = 4.64$ ,  $df = 160$ ,  $p = 0.0001$ ). The OCQ mean was 4.78 ( $SD = 0.86$ ) for the group reporting conflict perceptions less than the RCP mean. The group perceiving conflict greater than the RCP mean showed an OCQ mean of 4.11 ( $SD = 1.01$ ). This significance supports hypothesis 1, however, the difference is small. Means of the OCQ and OCCQ scores for the constituency groups following the data split based on conflict perceptions, appear in Table 6 and 7 respectively.

Table 5

Stepwise Multiple Regression of Conflict (RCP) and Organizational Constituency Commitment Scores (OCCQ) on Organizational Commitment.

Step	Variable	Partial R <sup>2</sup>	Model R <sup>2</sup>	F	p
1	OCCQ Top Management	0.525	0.525	174.903	0.0001
2	OCCQ Immediate Supervisor	0.057	0.583	21.494	0.0001
3	Conflict	0.024	0.606	9.400	0.0026
4	OCCQ Client	0.014	0.621	5.807	0.0171

Table 6

OCCQ and OCCQ for Groups Perceiving Conflict Levels Greater Than theRCP Mean.

	n	OCCQ score							
		OCQ	top	pro	mman	isup	ds	sup	client
Top Management	6	4.57	5.16	5.64	5.06	4.77	4.92	5.37	5.54
Professionals/ Consultants	21	4.19	3.58	5.38	4.49	4.57	5.15	5.04	5.44
Middle Management	5	4.13	4.53	5.00	5.39	5.47	5.56	5.15	5.49
Immediate Supervisor	12	4.09	3.01	4.07	4.26	4.57	5.19	4.87	5.20
Direct Service Worker	43	4.08	3.57	4.08	4.14	4.53	5.27	4.89	5.43

Note. top = Top Management; pro = Professionals/Consultants; mman = Middle Management; isup = Immediate Supervisor; ds = Direct Service Worker; sup = Support Personnel.

Table 7

OCCQ Means for Groups Perceiving Conflict Levels Less Than the

RCP Mean.

	n	OCCQ score							
		OCCQ	top	pro	mman	isup	ds	sup	client
Professionals/ Consultants	15	4.54	4.27	5.40	4.85	4.80	5.37	5.12	5.42
Immediate Supervisor	7	4.61	3.95	4.47	5.30	5.43	5.45	5.15	5.76
Direct Service Worker	50	4.80	4.23	4.62	4.71	5.24	5.45	5.11	5.28

Note. Constituencies with n of 1 were eliminated from this table. Three group members not identifying their constituency membership were also eliminated. top = Top Management; pro = Professionals/Consultants; mman = Middle Management; isup = Immediate Supervisor; ds = Direct Service Worker; sup = Support Personnel.



Hypothesis 2 analyses. Stepwise regression with the eight OCCQ scores as the independent variables and OCQ as the dependent variable, indicated different constituency commitment patterns associated with the split groups (See Table 8). When conflict perceptions were high, commitment related to the top management ( $R^2 = .514$ ,  $p = 0.0001$ ) and the immediate supervisors ( $R^2$  change =  $.067$ ,  $p = 0.0005$ ) contributed to the OCQ score. When conflict perceptions were less than the mean, the constituency pattern contributing to OCQ showed more diversification. More specifically, OCCQ Top Management continued to be significant ( $R^2 = .429$ ,  $p = 0.0001$ ), but commitment related to OCCQ Direct Service Worker ( $R^2$  change =  $.147$ ,  $p = 0.0001$ ), the professional/consultant group ( $R^2$  change =  $.014$ ,  $p = .0247$ ), and Support Personnel ( $R^2$  change =  $.024$ ,  $p = .0441$ ) contributed significant variance. These results are contrary to Hypothesis 2. Greater diversity occurred when conflict was lower, although commitment to top management was the principle focal group in both high and low conflict perception groups.

Table 8

Stepwise Multiple Regression of Organizational  
Constituency Commitment Scores on Organizational  
Commitment with the Subject Pool Separated into Two  
Groups Based on the Overall RCP Mean.

---

RCP scores greater than the overall RCP mean (n=87).

Step	Variable	Partial <u>R<sup>2</sup></u>	Model <u>R<sup>2</sup></u>	<u>F</u>	<u>p</u>
1	OCCQ Top				
	Management	0.514	0.514	88.825	0.0001
2	OCCQ				
	Immediate				
	Supervisor	0.067	0.581	13.227	0.0005

---

RCP scores less than the overall RCP mean (n=75).

Step	Variable	Partial <u>R<sup>2</sup></u>	Model <u>R<sup>2</sup></u>	<u>F</u>	<u>p</u>
1	OCCQ Top				
	Management	0.429	0.429	54.110	0.0001

(table continued)

Organizational Commitment

(table continued)

Step	Variable	Partial <u>R<sup>2</sup></u>	Model <u>R<sup>2</sup></u>	<u>F</u>	<u>p</u>
2	OCCQ				
	Direct				
	Service	0.147	0.576	24.605	0.0001
3	OCCQ				
	Professional/				
	Consultant	0.014	0.590	2.415	0.0247
4	OCCQ				
	Support				
	Staff	0.024	0.614	4.204	0.0441

Hypothesis 3 analyses. Data were split based on the RCP mean to assess the role of intrinsic or extrinsic reward variables in relation to organizational commitment. As Table 9 indicates, when conflict perceptions were greater than the mean, feedback from the job itself was the only significant contributor (R<sup>2</sup> = .199, p = 0.0001). Contrary to Hypothesis 3, in the presence of reduced RCP perceptions, feedback from the job, feedback from

Table 9

Stepwise Multiple Regression of Job Characteristics  
Subscale Scores on Organizational Commitment with the  
Subject Pool Separated into Two Groups Based on the  
Overall RCP Mean.

---

Conflict perceptions scores greater than the overall RCP mean (n=85).

Step	Variable	Partial <u>R2</u>	Model <u>R2</u>	<u>F</u>	<u>p</u>
1	Feedback from the job	0.199	0.199	20.659	0.0001

---

Conflict perceptions less than the overall RCP mean (n=75).

Step	Variable	Partial <u>R2</u>	Model <u>R2</u>	<u>F</u>	<u>p</u>
1	Feedback from the job	0.168	0.168	14.746	0.0003

(table continued)

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(table continued)

Step	Variable	Partial <u>R<sup>2</sup></u>	Model <u>R<sup>2</sup></u>	<u>F</u>	<u>p</u>
2	Feedback from agents	0.043	0.211	3.958	0.0504
3	Dealing with others	0.026	0.237	2.411	0.0249

agents, and dealing with others contributed to organizational commitment.

Discussion

General analysis of the data confirmed Reichers' (1986) finding that the employees appear to psychologically conceptualize the term, organization, in organizational commitment measures, as the organization's principle spokespersons. In the human service agency studied here, variance accounted for in the global organizational commitment was 52.5 % by commitment related to Top Management, and an additional 5.7 % related to the immediate supervisors (See Table 5). The importance of conflict (Mathieu, 1988) also was confirmed in that it accounted for an additional

2.4 % of the global commitment beyond that accounted for by commitment to top management levels. Loyalty to the client constituency contributed another 1.4 % to global organizational commitment.

The multicollinearity analysis and factor analysis of the constituency focused measure (OCCQ), showed that the respondents, as a group, did not draw clear psychological distinctions between the various constituencies. The factor analysis showed a strong grouping of top management and regulatory agencies and to a lesser extent professionals/consultants and middle management as a single factor. Immediate supervisors and professional/consultants, did not group strongly with the administrative or direct service oriented factor. Both of these groups do have intermediary functions between administration and direct line service.

In the regression-based multicollinearity analysis, the immediate supervisor group was shown to share much of its variance ( $R^2 = .68$ ) with the middle management constituency. The regression analysis also showed that the respondents associated the

professionals/consultants with middle management ( $R^2 = .44$ ), but that middle management was not significantly associated with the professionals/consultants.

Multicollinearity also clouded clear interpretation of the regression results as entry of one of the constituencies sharing variance with others in the regression equations could have masked the effects of the other closely related constituencies.

Hypothesis 1 stated that when conflict was perceived, global organizational commitment (OCQ) would be less than when perceptions of conflict were weaker. This hypothesis was supported as these means were significantly different ( $t = 4.64$ ,  $df = 160$ ,  $p = .001$ ). In addition to supporting Reichers' (1986) contention, this can be viewed as support for Mathieu's (1988) model of organizational commitment that showed a direct negative influence of role strain on global commitment.

The test of Hypothesis 2 and its correlate showed constituency contribution to global organizational commitment opposite of the hypothesized patterns. More specifically, the contribution of commitment to various constituencies to global organizational commitment

changed when the sample was split about the RCP mean. In both groups, commitment to top management was a significant contributor to global organizational commitment, but it accounted for 8.5 % more of the OCQ score variance when stronger conflict perceptions were indicated. Knowledge of OCCQ related to the immediate supervisors accounted for another 6.7 % of OCQ variance in the strong conflict perception group.

In the event of weaker conflict perceptions, knowledge of commitment related to the top management (43 %), direct service worker (14.7 %), professional/consultant groups (1.4 %), and support staff (2.4 %) contributed significantly to global organizational commitment. This too was the opposite of the hypothesis that knowledge of commitment related to constituencies other than top management would add explanatory information only if conflict perceptions were stronger.

Reviewing the patterns of constituency commitment for the two groups suggests that as conflict perceptions increase the employee becomes more focused on one reference group to assess or determine their commitment to the organization. This type of pattern



would be expected based on the results obtained by Magenau et al. (1988). To refresh the reader, these researchers found that if the employee was satisfied with union-management relations, dual commitment was noted and, likewise, dissatisfaction yielded unilateral commitment. The antecedent relationship of satisfaction and global organizational commitment proposed in Mathieu's (1988) model may be the path through which multiple referents are established.

Review of the OCCQ means (see Table 6) shows that for the Professional and Direct Service Worker constituency group members perceiving greater conflict, the ranking of OCCQ score means was strongest toward the client (the service target), next strongest toward the respondent's group membership, and weakest toward management. This suggests that results obtained in this study could be statistical artifacts of the sample distribution. It also questions the relationship of a constituency-based conceptualization of organizational commitment to conceptualizations based on career or professional commitment.

The present study does not address the locus of

the employee's conflict perceptions or whether their organizational commitment focus on a particular constituency is based on congruence (agreement) or incongruence (disagreement) with the goals of the focal constituencies. Based on the negative correlation of organizational commitment with turnover (Cook et al., 1981) and the finding of weaker global organizational commitment focused toward administrative constituencies when conflict was high, it may be that the employee becomes more focused on the top management constituencies as they prepare to exit from an organization. A common sense interpretation of this suggests that incongruence or disagreement with management's goals is a viable explanation worth exploring.

Contrary to Hypothesis 3 that extrinsic reward would be emphasized more in the event of conflict perceptions, diversity in the significant contribution of feedback to the OCQ variance followed the same pattern noted in the constituency commitment analysis. Feedback resulting from the interaction with the task (job), an intrinsic variable, accounted for 20 % of the

global organizational commitment variance in the event of conflict perceptions. Extrinsic variables, feedback from agents and dealing with others, were significant contributors only in the reduced RCP situation. These extrinsic variables accounted for an additional 7 % of the variance over the 17 % contribution of feedback from the job.

It is difficult to draw any conclusions based on the findings related to Hypothesis 3 alone, but in combination with other results, some patterns are suggested. When conflict is perceived the employees seemingly narrow their focus on the principle policy making positions and the job itself. This, in turn, brings into question whether the conflict locus is between the employee and the organization's policy makers, or based on incongruencies between the demands of the policy making levels and the job itself. Research isolating sources of conflict and the effects, either directly on global organizational commitment or indirectly through job satisfaction, is needed to clearly guide organizational interventions.

Limitations. This research is important in that

it points to the employee's perception of an organization as a collage of groups, and the employee's ability to differentiate commitment to the organizational subgroups. Multicollinearity of the constituency variables (OCCQ) attests to the fact that these discriminations were blurred when the analysis prespecified the relevant organizational constituencies. Statistically, this is a problem because constituency commitment scores entered early in the regression equation could have masked the effects of other constituencies with shared variance. It should be noted that the entry of Top Management as the first constituency in the regression would be expected based on Reichers' (1986) previous research. In addition, caution is advised in generalization of the results of this study due to a lack of experimental controls (e.g., randomization) (Cook & Campbell, 1979) or a research design with multiple measures across time allowing causal attributions (Reichers, 1986).

Sample distribution presented a threat to the to the generalizability of the results. Analysis of the sample distribution showed that the professional/

consultant and immediate supervisor levels were disproportionately represented. The effect of this, aside from service focus, is that education level may account for some of the commitment distribution noted. Mowday et al. (1982) reported that education affects organizational commitment in that those with higher education levels have greater occupational opportunities and, therefore, less restriction to one organization. The skew of the population sample with regard to the commitment and conflict variables studied cannot be determined due to the voluntary nature of the questionnaire.

Sample size itself was a concern, especially when the data were split about the RCP mean. With a harmonic  $n$  of 80.5 (Stevens, 1986) and alpha of .05, the probability of rejecting the null hypothesis when it was false is 11.5 (Cohen, 1969).

Another issue affecting generalization of these results is the basic difference in determining the progress or success of a human service oriented agency as compared to a manufacturing organization. Essentially, this difference is the focus one must have

to determine success. For example, in manufacturing data related to units of production, design change, and net profit are compiled and reported by management. The line worker has access to only a component of the total picture and only through management can they assess the total picture. Nearly the opposite is true in human services as the direct line service provider carries out the majority of the organization's mission. This position has first hand opportunity to assess overall progress referencing whole units of production, to gather direct data related to service provision, and to initially interpret that data. Administration has access to this information only as it is passed through the communication channels. When dealing with concepts like conflict, job satisfaction, and focus within organizational commitment, these differences may be critical. Much more exploration is needed into this fundamental difference between human service and production oriented organizations.

Another concern in interpretation of these results is the definition of conflict used in the RCP (Rizzo et al., 1970). This definition encompasses a wide variety

of potential conflict loci related to demands, personal values, resource allocation, obligations to other people, and numerous or difficult tasks. Without clear delineation of the types and loci of conflict in this study, generalization to instances of specific conflict is inadvisable.

Future research suggestions. Throughout the discussion suggestions for future research have been offered; however, studies able to establish causal relationships are needed to effectively guide organizational interventions based on multiple foci conceptualizations. Some of the more important questions may be related to an analysis of whether organizational commitment foci change as turnover becomes eminent. Furthermore, if loyalty to a larger number of constituencies within an organization acts to prevent turnover, how do the different possible types and sources of conflict relate to organizational commitment directly or indirectly through job satisfaction? Tracking longitudinal fluctuations of conflict perceptions and constituency commitment through use of survival analysis (Morita, Lee, &

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Mowday, 1989) may be helpful in isolating antecedent topography and temporal relationships to turnover.



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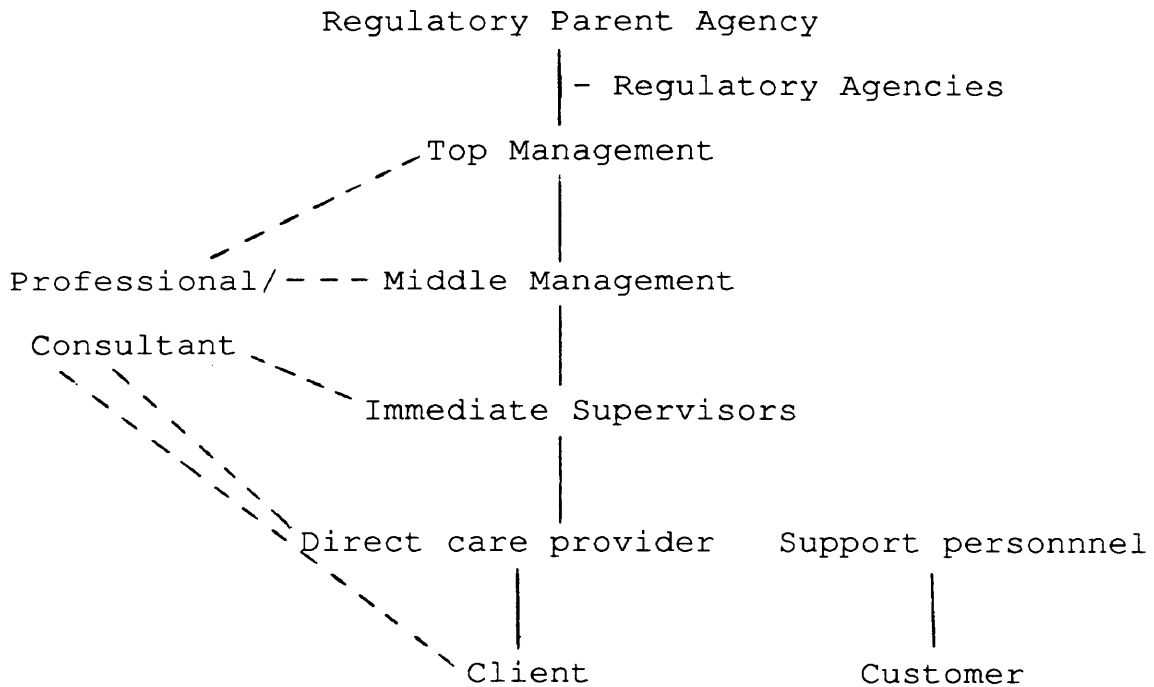
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Appendix A

Supervisory relationships between the constituencies within the subject pool.



\_\_\_\_\_ Indicates a direct management relationship.

----- Indicates an indirect consultation or professional supervision relationship.

Note. Administrative chain of command flows downward, whereas, communication is assumed to be bi-directional.

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Appendix B

Age: \_\_\_\_\_ Sex: M F Marital status: S M

Time with this organization: Years \_\_\_\_\_

(If less than 1 yr. indicate months \_\_\_\_\_)

Indicate your membership in one of the following groups by checking the appropriate category:

\_\_\_ direct service provider \_\_\_ professional/consultant

\_\_\_ immediate supervision of direct service providers

\_\_\_ second level supervisor \_\_\_ top management

Indicate the focus of the services you provide by checking the appropriate category:

\_\_\_ training ambulatory \_\_\_ clerical services

\_\_\_ training non-ambulatory \_\_\_ facility upkeep/repair

\_\_\_ consultation to other trainers \_\_\_ other

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Instructions: Listed below are a series of statements that represent possible feelings that you might have about the particular organization for which you are now working, the (host institution's name).

Please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives beside each statement.

1 \_\_\_\_\_ 2 \_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_ 6 \_\_\_\_\_ 7  
strongly | slightly | slightly | strongly  
disagree | disagree | agree | agree  
moderately | moderately  
disagree    unsure    agree

---

1. I am willing to put in a great deal of    1 2 3 4 5 6 7  
effort beyond that normally expected in  
order to help this organization be  
successful.

2. I talk up this organization to my    1 2 3 4 5 6 7  
friends as a great organization to work  
for.

3. I feel very little loyalty to this    1 2 3 4 5 6 7  
organization.

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4. I would accept almost any type of job assignment in order to keep working for this organization. 1 2 3 4 5 6 7
5. I find that my values and the organization's values are very similar. 1 2 3 4 5 6 7
6. I am proud to tell others that I am part of this organization. 1 2 3 4 5 6 7
7. I could just as well be working for a different organization as long as the type of work were similar. 1 2 3 4 5 6 7
8. This organization really inspires the very best in me in the way of job performance. 1 2 3 4 5 6 7
9. It would take very little change in my present circumstances to cause me to leave this organization. 1 2 3 4 5 6 7
10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. 1 2 3 4 5 6 7
11. There's not too much to be gained by sticking with this organization indefinitely. 1 2 3 4 5 6 7

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12. Often, I find it difficult to agree with this organization's policies on important matters relating to employees. 1 2 3 4 5 6 7
13. I really care about the fate of this organization. 1 2 3 4 5 6 7
14. For me this is the best of all possible organizations for which to work. 1 2 3 4 5 6 7
15. Deciding to work for this organization was a definite mistake on my part. 1 2 3 4 5 6 7

Please answer questions 16 through 22 by circling the number beside each question that most accurately reflects your perception of your job.

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_ 6 \_\_\_\_\_ 7  
 very little    moderately    very much

16. To what extent does your job require you to work closely with other people (either "clients" or people in related jobs in your organization)? 1 2 3 4 5 6 7
17. How much autonomy is there in your job? 1 2 3 4 5 6 7

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That is, to what extent does your job permit you to decide on your own how to go about the work?

18. To what extent does your job involve doing a "whole" and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people or by automatic machines? 1 2 3 4 5 6 7

19. How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talents? 1 2 3 4 5 6 7

20. In general, how significant or important is your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people? 1 2 3 4 5 6 7

21. To what extent do managers or co-workers let you know how well you are doing 1 2 3 4 5 6 7

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on your job?

22. To what extent does doing the job 1 2 3 4 5 6 7  
itself provide you with information about  
your work performance? That is, does the  
actual work itself provide clues about how  
well you are doing - aside from any  
"feedback" co-workers or supervisors may  
provide?

---

Please answer questions 23 through 36 by circling the  
number beside each question that most accurately  
reflects your perception of your job.

1	2	3	4	5	6	7
very		slightly		slightly		very
inaccurate		inaccurate		accurate		accurate
		mostly		mostly		
		inaccurate		uncertain		accurate

---

23. The job requires me to use a number of 1 2 3 4 5 6 7  
complex or high-level skills.

24. The job requires a lot of co-operative 1 2 3 4 5 6 7  
work with other people.

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25. The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end. 1 2 3 4 5 6 7

26. Just doing the work required by the job provides many chances for me to figure out how well I am doing. 1 2 3 4 5 6 7

27. The job is quite simple and repetitive. 1 2 3 4 5 6 7

28. The job can be done adequately by a person working alone - without talking or checking with other people. 1 2 3 4 5 6 7

29. The supervisors and co-workers on this job almost never give me any "feedback" about how well I am doing in my job. 1 2 3 4 5 6 7

30. This job is one where a lot of other people can be affected by how well the work gets done. 1 2 3 4 5 6 7

31. The job denies me any chance to use my personal initiative or judgement in carrying out the work. 1 2 3 4 5 6 7

32. Supervisors often let me know how well they think I am performing the job. 1 2 3 4 5 6 7

33. The job provides me the chance to 1 2 3 4 5 6 7

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completely finish the pieces of work I  
begin.

34. The job itself provides very few clues 1 2 3 4 5 6 7  
about whether or not I am performing well.

35. The job gives me considerable 1 2 3 4 5 6 7  
opportunity for independence and freedom in  
how I do the work.

36. The job itself is not very significant 1 2 3 4 5 6 7  
or important in the broader scheme of  
things.

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Instructions: Listed below are a series of statements that represent possible feelings that you might have about the particular organization for which you are now working, the (host institution's name).

Please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives beside each statement.

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_ 6 \_\_\_\_\_ 7  
strongly | slightly | slightly | strongly  
disagree | disagree | agree | agree  
moderately | moderately  
disagree    unsure        agree

---

37. I have to do things that should be done 1 2 3 4 5 6 7  
differently.

38. I receive an assignment without the 1 2 3 4 5 6 7  
manpower to complete it.

47. I have to buck a rule or policy in 1 2 3 4 5 6 7  
order to carry out an assignment.

40. I work with two or more groups who 1 2 3 4 5 6 7  
operate quite differently.



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41. I receive incompatible requests from two or more people. 1 2 3 4 5 6 7
42. I do things that are apt to be accepted by one person and not others. 1 2 3 4 5 6 7
43. I receive assignments without adequate resources and materials. 1 2 3 4 5 6 7
44. I work on unnecessary things. 1 2 3 4 5 6 7
45. I generally trust other staff to support my efforts to do my job. 1 2 3 4 5 6 7
46. Situations in which conflict is present motivate me to perform better. 1 2 3 4 5 6 7

---

Please indicate your perceptions of support in questions 47 and 48 by circling one of the seven alternatives for each group listed below the question.

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_ 6 \_\_\_\_\_ 7 \_\_\_\_\_

not at very  
all strong

---

47. Rate the following groups based on your perception of how they assist you in meeting your task assignments.

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regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

48. Rate the following groups based on your perception regarding their assistance to you in meeting your personal goals.

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

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Instructions: Listed below are a series of statements that represent possible feelings that you might have about the particular organization for which you are now working, the (host institution's name).

Please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives beside each statement.

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_ 6 \_\_\_\_\_ 7 \_\_\_\_\_  
strongly | slightly | slightly | strongly  
disagree | disagree | agree | agree  
moderately | moderately  
disagree unsure agree

---

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

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7

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support personnel 1 2 3 4 5 6 7

client/customer 1 2 3 4 5 6 7

50. I talk up this group to my friends as a great group to work with.

regulatory agencies 1 2 3 4 5 6 7

top management 1 2 3 4 5 6 7

professional/consult 1 2 3 4 5 6 7

middle management 1 2 3 4 5 6 7

immediate supervision 1 2 3 4 5 6 7

direct service provider 1 2 3 4 5 6 7

support personnel 1 2 3 4 5 6 7

client/customer 1 2 3 4 5 6 7

51. I feel very little loyalty to this group.

regulatory agencies 1 2 3 4 5 6 7

top management 1 2 3 4 5 6 7

professional/consult 1 2 3 4 5 6 7

middle management 1 2 3 4 5 6 7

immediate supervision 1 2 3 4 5 6 7

direct service provider 1 2 3 4 5 6 7

support personnel 1 2 3 4 5 6 7

client/customer 1 2 3 4 5 6 7

52. I would accept almost any type of job assignment in

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order to keep working with this group.

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

53. I find that my values and this group's values are very similar.

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

54. I am proud to tell others that I am part of this group.

regulatory agencies	1	2	3	4	5	6	7
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top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

55. I could just as well be working with a different group as long as the type of work were similar.

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

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

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7

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middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

57. It would take very little change in my present circumstances to cause me to disassociate with this group.

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

58. I am extremely glad that I chose to work with this group compared to others I was considering at the time I joined this organization.

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7

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middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

59. There's not too much to be gained by associating with this group indefinitely.

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
client/customer	1	2	3	4	5	6	7

60. Often, I find it difficult to agree with this group's opinion/policy on important matters relating to employees.

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7



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immediate supervision 1 2 3 4 5 6 7  
direct service provider 1 2 3 4 5 6 7  
support personnel 1 2 3 4 5 6 7  
client/customer 1 2 3 4 5 6 7

61. I really care about the fate of this group.

regulatory agencies 1 2 3 4 5 6 7  
top management 1 2 3 4 5 6 7  
professional/consult 1 2 3 4 5 6 7  
middle management 1 2 3 4 5 6 7  
immediate supervision 1 2 3 4 5 6 7  
direct service provider 1 2 3 4 5 6 7  
support personnel 1 2 3 4 5 6 7  
client/customer 1 2 3 4 5 6 7

62. For me this is the best of all possible groups to work with.

regulatory agencies 1 2 3 4 5 6 7  
top management 1 2 3 4 5 6 7  
professional/consult 1 2 3 4 5 6 7  
middle management 1 2 3 4 5 6 7  
immediate supervision 1 2 3 4 5 6 7  
direct service provider 1 2 3 4 5 6 7  
support personnel 1 2 3 4 5 6 7

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client/customer 1 2 3 4 5 6 7

63. Deciding to work with this group was a definite mistake on my part.

regulatory agencies 1 2 3 4 5 6 7

top management 1 2 3 4 5 6 7

professional/consult 1 2 3 4 5 6 7

middle management 1 2 3 4 5 6 7

immediate supervision 1 2 3 4 5 6 7

direct service provider 1 2 3 4 5 6 7

support personnel 1 2 3 4 5 6 7

client/customer 1 2 3 4 5 6 7

64. I often find that my values are in conflict with those of this group.

regulatory agencies 1 2 3 4 5 6 7

top management 1 2 3 4 5 6 7

professional/consult 1 2 3 4 5 6 7

middle management 1 2 3 4 5 6 7

immediate supervision 1 2 3 4 5 6 7

direct service provider 1 2 3 4 5 6 7

support personnel 1 2 3 4 5 6 7

client/customer 1 2 3 4 5 6 7

Appendix C

An example of an OCQ question modification to reflect response relevant to constituencies.

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OCQ original question:

1. I am willing to put in a great            1 2 3 4 5 6 7  
deal of effort beyond that normally  
expected in order to help this  
organization be successful.

Modified OCCQ question:

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

regulatory agencies	1	2	3	4	5	6	7
top management	1	2	3	4	5	6	7
professional/consult	1	2	3	4	5	6	7
middle management	1	2	3	4	5	6	7
immediate supervision	1	2	3	4	5	6	7
direct service provider	1	2	3	4	5	6	7
support personnel	1	2	3	4	5	6	7
clients/customers	1	2	3	4	5	6	7

Appendix D  
(letterhead)

To Those Receiving This Questionnaire:

As a portion of my graduate training with the University of Nebraska-Omaha, I am studying employees' interactions with their employing organization. In doing so, I am asking your assistance by completing the attached questionnaire and returning it to me using the enclosed self-addressed stamped envelope. Only group data will be available to interested parties. Interpretation of these data can be helpful in enriching interactions among co-workers and in refining participatory management interactions.

Your response to this questionnaire will be kept confidential. I hope each of you receiving this regulatory agency will take time to complete and | return it. The diagram to the top management right outlines the various positions | referred to in the questionnaire in middle management flow chart fashion. Consultants | may act to give assistance at any immediate supervisor

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level. Definitions of the titles |  
referenced in the flow chart direct  
appear on the page immediately service provider  
following this letter. If you /support personnel  
have questions or would care to |  
have written feedback following client/customer  
the completion of the project, please  
contact me via a written note or telephone (phone #).  
Again, no specific information and only group data will  
be reported.

In completing the questionnaire, choose a time  
when you can complete it with minimal disturbance in  
one sitting. Proceed at a steady pace. Complete all  
portions of one question before you move on to the  
next. Please attempt to place your response in the  
mail by Monday of the week after you receive the  
questionnaire.

Thank you for your assistance by completing this  
survey.

Sincerely,

(Researcher's name and address.)

Term Definitions:

Regulatory Agencies: Agencies external to the facility providing management or audit services related to regulation of the organization's activities. For example: ACMRDD. State Health Department.

Top Managers: The facility Superintendent and administrators within the facility directly responsible to the Superintendent.

Middle Managers: Administrative personnel providing supervision of consultants or immediate supervisors. These positions are supervised by a top manager. Examples: Unit Directors, Maintenance Foremen.

Immediate Supervisors: Management staff directly supervising the direct service providers/support personnel.

Direct Service Provider/Support Personnel: Individuals working directly with clients or in the case of support personnel, working directly with raw products or maintenance and/or repair functions. Examples include: direct care technicians, maintenance, clerical workers.

Client/Customer: The person receiving the service provided by the direct service provider/support personnel, e.g., clients in the case of direct care technicians, other staff persons in the case of a clerical worker.

Consultants: Staff whose primary function is to apply special knowledge to refine the services provided by the organization, e.g., nurses, social workers, quality assurance staff, occupational therapists, staff development personnel, psychologists.

## Appendix E

## Bivariate Correlation Matrix

	1	2	3	4	5	6	7	8
1. Top Management	-							
2. Regulatory Agencies	.84	-						
3. Professionals/ Consultants	.56	.47	-					
4. Middle Management	.62	.59	.61	-				
5. Immediate Supervisor	.52	.45	.47	.82	-			
6. Direct Service Worker	.27	.29	.42	.51	.60	-		
7. Support Personnel	.36	.44	.48	.48	.49	.71	-	
8. Client	.17*	.19*	.37	.40	.41	.76	.62	-

Note. All values significant at the .01 level except as indicated.

\* = significant at the .05 level.



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Appendix F

Eigenvalues and communalities related to the principle components factor analysis using a Harris-Kaiser rotation.

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Eigenvalues								
	1	2	3	4	5	6	7	8
Eigenvalue	4.51	1.46	0.67	0.54	0.34	0.22	0.15	0.11

---

Communalities	
OCCQ focus	
Top Management	0.87
Regulatory Agencies	0.78
Middle Management	0.76
Professionals/Consultants	0.55
Immediate Supervisor	0.65
Support Personnel	0.70
Direct Service Worker	0.86

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