

## Poster Title

Employees that want to stay: How relationships  
with leader and organization interact to predict affective commitment

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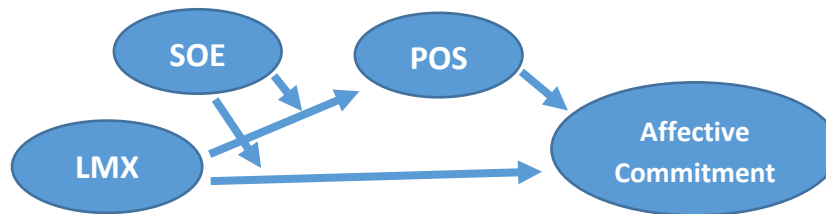
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### Abstract

Previous research has attempted to explain how Leader-member exchange (LMX) is related to subordinate affective commitment to organizations. Since affective commitment is highly related to employee turnover, understanding the effects supervisors have on affective commitment is of great importance for fostering high-quality relationships within the workplace. While previous research has been conducted on this relationship, past conceptualizations have yet to account for both the moderating effects of supervisor's organizational embodiment (SOE) in conjunction with the mediating effect of perceived organizational support (POS). The current study proposes a comprehensive moderated mediation model, describing a path that accounts for variability due to employee perceptions of supervisors and organizations alike. The main hypothesis for the proposed study is that SOE will serve as a moderating variable such that the relationship between LMX and affective commitment will be stronger at high levels of SOE. Similarly, SOE will also moderate the relationship between LMX and POS. Finally, we hypothesize that POS will partially mediate the relationship between LMX and affective commitment. These hypotheses will be tested using the SPSS macro PROCESS, using bootstrap sampling techniques to estimate these effects. Multiple survey timepoints will be used to collect self-report data, with the intent to reduce the effect of common method bias. The predictor and moderator variables will be collected at time one, followed by the mediator, and finally the outcome of affective commitment. This collection method should enable us to make stronger claims as to the direction of these relationships. Our proposed model aims to direct future research on describing these relationships and organizational efforts to increase employees' affective commitment to the organization, retaining employees in the long term.

## Summary

Within the organizational sciences, research has attempted to define and understand the process that leads employees to develop commitment to the organizations they work for. In today's current organizational climate, employee turnover is a highly relevant issue given the significant costs of hiring and training new employees, especially when this process occurs regularly. Leader-member-exchange (LMX) theory has often been used to explain how high-quality relationships between supervisors and subordinates can lead to the development of affective commitment to the organization. However, this relationship appears to be better explained through mediating and moderating variables that provide the context for this relationship to occur. Two variables of interest involve perceived organizational support (POS) and supervisor organizational embodiment (SOE). The reason for their importance lies in how employees perceive the connectedness of the leader and the organization. When leader behavior is prototypical for the culture of their organizations, employees tend to perceive them as being representative of the organization itself. This is the fundamental process presented by SOE, where leader actions are interpreted by the subordinate as coming from the organization. Therefore, we hypothesize the SOE will moderate the relationship between LMX and POS, such that higher perceptions of SOE will strengthen this relationship. Similarly, we also hypothesize that SOE will moderate the relationship between LMX and affective commitment to the organization, such that a stronger relationship will be found between the two at high levels of SOE. Finally, POS will partially mediate the relationship between LMX and affective commitment. For simplicity, these hypotheses are graphically presented below.



## Method

Self-report data will be collected via an MTurk sample of US employed individuals. Due to concerns about common method bias, the current study intends to avoid cross-sectional data collected at only one timepoint. Since individual subordinate self-ratings will be the only source of data, a longitudinal survey design will be used over three timepoints, each one week apart. At time one, participants will be given a survey including the measures for LMX and SOE, as well as demographic variables. At time two, participants will then be sent a second survey that measures POS alone. At time three, participants will be sent a final survey for affective commitment. To evaluate the simple bivariate relationships, simple linear regressions will be run. Results will determine if LMX is significantly related to either POS or affective commitment. While these relationships should be significant due to previous findings in the literature, it is important to assess these relationships since a direct relationship between predictor and criterion variables must be established before mediation/moderation analyses can be conducted. Conditional and indirect effect analyses will be used to test hypothesized effects mentioned, run by the SPSS macro PROCESS (Hayes, 2012). In each analysis, the interaction effect will be examined by the test of simple slopes for the prediction of POS and affective commitment using LMX, moderated by the effect of SOE. Model estimates will be simulated through the bootstrapping technique, resampling 10,000 times to produce bias-corrected confidence intervals for the conditional effects.

## Key References

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