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The Influence of Trust and Affective Organizational Commitment on Intent to Leave

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2013

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Abstract

As global competition has increased and organizations have become more competitive, a reliance on knowledge workers for innovation, initiative, and commitment is necessary. Having the ability to predict personnel intent to leave (ITL) provides business leaders the opportunity to reduce turnover and retain institutional knowledge. In the current study, a structural equation model was used to examine the degree to which organizational trust and commitment, as correlated variables, predicted ITL. Organizational citizenship behavior, social exchange, and organizational commitment theories formed the theoretical basis for the study. Data were gathered using online surveys from 423 participants at 5 financial institutions located in the southeastern United States. The 3 merged surveys—organizational trust index, affective organizational commitment scale, and intent to leave survey—had strong psychometric properties. Results from the analysis produced a structural equation model and measurement model with strong fit indices that provided a significant means of estimating ITL. These results may have applicability for financial institutions to predict employee turnover (as measured by ITL). Early implementation of interventions by management will improve the retention of key talent through focus on organizational commitment and trust. Such interventions could, in turn, facilitate even broader social change through more open and honest human resource practices that exhibit enhanced concern for employee well-being.

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Dedication

The foremost appreciation goes to my Lord and Savior, Jesus Christ. It is to His glory that any usefulness comes from these efforts. This study and resulting degree is dedicated to the love of my life, my wife. She lovingly encouraged me throughout the process. This is also dedicated to my family. I am so proud of each of my children and grandchildren. I am hopeful that they will have an unquenchable thirst for truth founded in their faith, integrity, and knowledge. This is also dedicated to my deceased mother and father who instilled in me the appreciation and value of work, excellence, and education. Last but not least, this study is dedicated to my deceased mother- and father-in-law who always had faith in me, taught me much about life, and continued to encourage me throughout our time together.

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Section 1: Foundation of the Study

Over the last decade, organizational studies have been conducted in areas such as trust, job performance, organizational citizenship behaviors, employee commitment, employee turnover, and motivation. Failures such as Enron and WorldCom may have contributed to a decrease in organizational trust and employee commitment. Sustained organizational competitiveness has necessitated increased employee performance (Gillespie & Mann, 2004; Sharkie, 2009). Job satisfaction, innovation, and performance have been increased by high levels of organizational trust (Shockley-Zalabak, Morreale, & Hackman, 2010). The implication for leaders has been to understand and capitalize on these organizational characteristics and their relationship to employee performance (Gillespie & Mann, 2004; Sharkie, 2009).

Somaya and Williamson (2008) observed that employee turnover had continued to increase and was likely to continue to do so in the future. This trend was fueled by increased globalization, changing demographics, and the continuing transition to a knowledge-based economy (Somaya & Williamson, 2008). In the two year period beginning in 2005 and ending in 2006, nearly 30% of human capital exited from organizations (Somaya & Williamson, 2008). When human capital was lost, organizations were not only affected because of replacement costs, but because of the loss of trade secrets, organizational knowledge, skills, and know-how (Somaya & Williamson, 2008).

High levels of turnover, turnover intentions, and trust have been related to organizational efficiency, organizational citizenship behavior, and employer-employee

relationships. Barrick and Zimmerman (2009), Chen, Hui, Sego (1998) and Perryer, Jordan, Firns, and Travaglione (2010) found that turnover intention was a predictor of turnover. Therefore, intent to leave (ITL) was used in this study as a proxy for turnover. The results from recent studies indicated that turnover reduced organizational efficiency and organizational citizenship behavior (Paillé, 2009). As turnover increased, organizational efficiency decreased. High levels of turnover decreased desirable organizational behavior. Pepe (2010) found that increased employee knowledge occurs over time and may enhance an organization's competitive advantage. Pepe (2010) argued that employee retention was necessary to receive a full return on human capital investment. Organizations are also social in nature, and employees must work together to accomplish the firm's goals and objectives. Trust characteristics such as competence and benevolence enhance social relations and have been found to be fundamental to working together (Paillé, Bourdeau, & Galois, 2010). Trust was a crucial antecedent to employee-leader relationships and often resulted in extra-role behavior (Caldwell & Hansen, 2010). The relationships between trust and turnover intentions were examined in this study.

Organizational commitment behaviors have been found to contribute to organizational citizenship behavior (OCB) and employee performance, and OCB was reported to have a negative correlation with ITL (Fiorito, Bozeman, Young, & Meurs, 2007). Characteristics of organizational trust, affective organizational commitment, and intent to leave are presented in an extensive literature review of the variables, their relationships, and supporting theories (i.e., social exchange theory, organizational citizenship behavior, and affective organizational commitment). A predictive model was

proposed (Figure 1) and has been tested to determine the degree to which data fits the

model.

Figure 1. Theoretical model of organizational trust, affective organizational commitment, and ITL. Organizational trust, affective organizational commitment, and ITL represent the constructs and observed variables of the structural model. The degree to which underlying data fit the model determined the ability of the model to explain variation in ITL. The model was developed by the author of this study.

Intent to leave was the focus for this doctoral study. The relationship between the

independent variables, organizational trust and affective organizational commitment, was

used to explain the variation of the dependent variable, intent to leave. Structural

equation modeling (SEM) was used to determine the degree to which relationships (i.e.,

correlations) explained observed variation in ITL. The objective of the study was to

present a predictive model capable of explaining observed variation of intent to leave in

terms of organizational trust and affective organizational commitment.

Background of the Problem

The global environment has become more competitive, and organizations must rely on employees for innovation, initiative, and commitment to have a competitive advantage (Caldwell, Hayes, & Long, 2010). Joo and Park (2010) noted that intent to leave (turnover intention) was an important factor in an organization's financial performance. Turnover of valuable employees has been a significant business issue that has affected competitive advantage, with average costs ranging in excess of 1.5 times the exiting employees' salaries (Mayfield & Mayfield, 2008). Costs not generally accounted for include reduced productivity of remaining staff because of being overworked, less motivated temporary employees, and poor morale resulting in disengaged employees because of frequent turnover (Karsan, 2007). Losing employees during the first year of employment was noted as very costly because of hiring and training costs associated with the new hire (Barrick & Zimmerman, 2009). High performers were likely to be among the first employees to leave (Whittington & Galpin, 2010). Hinkin and Tracey (2000) found that employees gained skills for positions relatively quickly but mastery took much longer. With frequent turnover, there was little opportunity for mastery of knowledge and skills necessary for many positions.

According to Joo (2010), growth in the aggregate economy was a result of knowledge workers. Joo (2010) used SEM to study organizational commitment and turnover intentions for knowledge workers. Joo (2010) found that organizational commitment explained 40% of the variance in ITL. This was significant to understand because as knowledge-based economies grew, more employers valued being known as

the employer of choice, thus creating a competitive advantage in the war for talent (Joo, 2010; Joo & Park, 2010). Joo (2010) found that improving organization commitment was crucial for retaining talent.

Ballinger, Craig, Cross, and Gray (2011) studied the relationships of employee networks within a company and the costs of turnover. Ballinger et al. (2011) reported that according to the 2008 U.S. Bureau of Labor Statistics, 30% of workers left their employer within two years and 50% left within 5 years. Aside from the recruiting and training costs associated with the departure of a valued employee, many employees were connected within the organization, and when an employee left the organization, there was a greater possibility that others would follow (Ballinger, Craig, Cross, & Gray, 2011). The loss of several highly connected employees significantly impacted organizational performance and innovation (Ballinger et al., 2011).

Affective organizational commitment and organizational trust, along with job satisfaction, were noted as antecedents of turnover (Hausknecht, Rodda, & Howard, 2009). Voluntary turnover may have led to talent shortages and the loss of high performers (Hausknecht et al., 2009). Researchers found that organizational commitment predicted turnover and organizational citizenship behaviors (Fiorito et al., 2007). High levels of trust predicted organizational effectiveness and job satisfaction (Shockley-Zalabak et al., 2010). Organizational commitment was negatively correlated with turnover, while ITL was positively correlated with turnover (Meyer & Allen, 1997). Meyer and Allen (1997) reported three types of commitment (affective, continuance, and normative). This matched the intuitive nature of these constructs. For instance, Meyer

and Allen (1997) proposed that as employees raise their intention to leave an organization, there would be a natural increase in employee choice to leave. Of the three types of commitment studied, the negative correlation between intent to leave and affective commitment was the strongest (Meyer & Allen, 1997). Because of the strong correlation, affective commitment was considered as an independent variable in this study.

In summary, researchers pointed to the costly problem of employee turnover and the gap created in sustaining an effective, efficient, and lean business practice (Ballinger et al., 2011; Barrick & Zimmerman, 2009; Caldwell et al., 2010; Hausknecht et al., 2009; Karsan, 2007; Mayfield & Mayfield, 2008). The problem was related to the current lack of effective organizational interventions to reduce voluntary turnover and the associated costs of turnover. When determining turnover costs, employee replacement costs were not the only factors considered. Hausknecht, Rodda, and Howard (2009) noted that it was difficult to accurately calculate total costs for the loss of talent. Hinkin and Tracey (2000) found it difficult to measure the cost of employee failure to remain in the organization long enough to master the skills necessary for many positions. Addressing employee turnover was found to be crucial to the well-being of the organization. It was noted that organizational trust and affective organizational commitment were negatively correlated with employee turnover (Meyer & Allen, 1997) and were antecedents to employee turnover (Hausknecht et al., 2009). Chen et al. (1998) found that turnover intention was a predictor of turnover, measured by ITL as a proxy for turnover.

Intent to leave, as a proxy for turnover, was therefore a significant business

problem and a gap in business practice that required further investigation. Potential solutions included the identification of certain variables that affected ITL. Understanding these relationships was crucial for designing appropriate interventions to reduce ITL and improve business performance.

Problem Statement

Guidice, Heames, and Wang (2009) argued that avoiding high rates of voluntary turnover was crucial for corporations. The Bureau of Labor Statistics (BLS, 2011) reported voluntary turnover in the finance and insurance industries was 22.9% prior to 2008 but increased to nearly 28% as the economy recovered beginning in 2010. Because organizational knowledge may be stored in the memories of key employees, turnover reduced or eliminated access to this knowledge, slowed organizational learning, and reduced competitive advantage (Pepe, 2010). Furthermore, turnover created problems related to the lack of reliable information, reduced the speed of decisions (Pepe, 2010), and increased the likelihood that high performers were among the first employees to leave (Whittington & Galpin, 2010).

The general business problem is that turnover is expensive, inefficient, depletes organizational knowledge, and reduces organizational citizenship behaviors (Mayfield & Mayfield, 2007). The specific business problem is the lack of an effective model that can be used by organizational leaders to predict turnover so they can quickly take action to retain important and key talent (Shockley-Zalabak et al, 2010).

Purpose Statement

The purpose of this quantitative correlational study was to examine the

relationship between intent to leave, trust, and affective organizational commitment, using structural equation modeling. Intent to leave, an early predictor of employee turnover and the dependent variable, has been modeled as a multivariate predictive function explained by two covarying independent variables (organizational commitment and trust). According to Gillespie and Mann (2004), this predictive relationship, if it held, should improve understanding of factors underlying turnover and provide information about retaining important employees. Insights related to other constructs such as job satisfaction and motivation provided organizations with opportunities for competitive advantage related to the retention of key talent (Sharkie, 2009).

The population for this study consisted of 693 employees and comprised all employees of five financial services companies located in the southeastern United States. All employees were invited to complete the online survey. A minimum of 300 total participants were needed for statistical significance and were designated as the convenience sample for this project (20 participants for each of 15 free parameters).

The study contributes to positive social change by determining the degree to which trust and affective organizational commitment were effective predictors of voluntary turnover. This can provide organizations information about the development of succession plans and also remind employers of the fragile nature of the employer-employee relationship and the need to encourage and motivate employees by their work and organizational actions. The results of the study supplied evidence to support the finding that turnover is complex, requiring the study of several factors affecting turnover.

Nature of the Study

A quantitative research method approach was used to examine the relationship between organizational trust, affective organizational commitment, and intent to leave. Affective organizational commitment and organizational trust were posited as deterministic of ITL. An online survey with questions measured on a 7-point semantic differential scale was used to measure the observed variables for the study.

The Case for Structural Equation Modeling (SEM) as an Analytical Method

The design was quantitative and nonexperimental. Multivariate statistics were employed to answer key research questions. In particular, structural equation modeling (SEM), along with supporting factor analytical methods (confirmatory and exploratory factor analysis), were used to address the business problem for the study. Baakile (2011) asserted that SEM was suitable for testing complex models that included both latent and observed variables. Structural equation modeling was also preferred because of the need to measure latent variables that cannot be directly measured (Mayfield & Mayfield, 2008). Organizational trust was designated as a latent variable and affective organizational commitment and intent to leave (ITL) were designated as observed variables and included in the study. Cho, Johanson, and Guchait (2009) used SEM in their study of ITL, testing for model fit through a confirmatory factor analysis. Baakile (2011) and Mayfield and Mayfield (2008) also used SEM in their studies of ITL.

The design was nonexperimental and cross-sectional because there was no treatment, randomization, or intervention, and the study represented a snapshot of the population at a specific point in time. Strategies based on qualitative methods were not

appropriate because they were unable to develop an objective model capable of predicting ILT from latent and observable variables (organizational trust and affective organizational commitment, respectively). Structural equation modeling, however, was capable of building objective predictive models that related and associated latent and observable variables with correlation and regression-like (beta) coefficients. In addition, structural equation modeling provided estimates of the free parameters for the hypothesized relationships displayed as arrows in the proposed model (Figure 1). In this model (Figure 1), a definite structural relationship between organizational trust, affective organizational commitment, and intent to leave was defined. In addition, a measurement model was defined to quantify (a) the latent variable of organizational trust, as measured from a computer-generated composite of the ratings (observed variables) for each of the five dimensions; and (b) the observed variables of intent to leave and affective organizational commitment, as measured by the composite average of the ratings (observed variables), used to score each of these dimensions.

Together, the structural and measurement models form a structural equation model where latent variables, represented by circles in Figure 1, are inferred from the outcomes of complex abstract psychological concepts, otherwise known as constructs. Variables that could be directly observed were are enclosed by rectangles (e.g. affective organizational commitment, intent to leave, and the five dimensions of organizational trust and are considered observed variables. Arrows, therefore, define the relationships between variables. Double-headed arrows suggest a correlational or codependent association. Trust could have been considered an outcome, ally, deterrent, or support

element of affective organizational commitment, and vice versa. Single-headed arrows represent a more linear relationship leading from the underlying latent variable to the arrow's respective observed variable. Arrows from organizational trust lead to each of the five dimensions, such as competence and openness. Each arrow, therefore, connects an underlying latent variable to a measureable indicator, attribute, or characteristic of the underlying latent variable.

In the measurement model for organizational trust (Figure 1), the observed variables (competence, openness, concern, reliability, and identification) are expressions or attributes of organizational trust (latent variable). The observed variables simply represent indicators of the presence of organizational trust, from which a numerical value, which we will never know, was inferred by the SEM software (Amos). Errors, representing all other sources of variation of observed and latent variables, are not represented in Figure 1 due to space constraints, but are included in the final model presented later in this paper.

The Nature of the Structural Equation Model

A more complete discussion of the model (Figure 1), representing the foundation for this study, is described in the review of professional and academic literature. The literature review illustrated and characterized relationships, associations, latent variables, and observed variables based on solid theoretical and research-based evidence.

The structural model. The structural model formed the basic means of explaining variation of a phenomenon of interest, such as ITL. Structural equation modeling favors simplicity and models requiring the estimation of the lowest number of

free parameters. Modelers are encouraged to create models that are succinct, economical, simple, and rely on the fewest number of assumptions. In the case of ITL, a structural model was created to explain variation in ITL as a function of two variables including one latent variable (organizational trust) and one observed variable (affective organizational commitment).

The measurement model. A reliable and valid measurement model was necessary for a dependable structural equation model capable of predicting accurate estimates of employee intentions to leave an organization. Three measurement methods were included in this model. The measurement method for the latent variable of organizational trust was treated as a first-order confirmatory factor structure with five measureable dimensions or factors, from which a computer-generated numerical score for organizational trust was imputed. Separate measurement methods were defined for the observed variables of ITL and affective organizational commitment as simple composite averages of the numerical ratings of the questions/ratings that defined ITL and affective organizational commitment. As a result, three methods for the measurement model were defined as the means to measure the structural model, including a method for organizational trust, affective organizational commitment, and intent to leave. These are briefly described in this section and a deeper discussion is presented in Sections 2 and 3.

Organizational trust index (OTI). The organizational trust index (OTI) score, which had first been developed by Shockley-Zalabak, Morreale, and Hackman (2010), served as a numerical representation of the latent variable of organizational trust. The score was imputed as a first-order confirmatory factor structure (confirmatory factor

analysis [CFA]) from the five OTI dimensions (factors) through the use of computerized

CFA software (Amos). Because the score was imputed, an actual numerical value was

not generated. Organizational trust could have been imputed as a second-order CFA

model, but this was ruled out because it would require the estimation of more free

parameters, reliability and validity would be less likely to be assured, and a substantially

larger sample size would be needed to achieve the same statistical power and error as the

first-order design.

Reliability and validity of the OTI scale was acceptable based on original work by

the authors of the scale, other studies further described in Section 2, and a stable cross-

cultural CFA testing by other researchers (Shockley-Zalabak et al., 2010). The

psychometric properties of this instrument will be discussed in greater detail in Section 2.

In addition, the OTI was tested for reliability and validity during the administration of

this project, as discussed in Section 3. The OTI was ultimately accepted as a reasonable

method of measuring management trust in an organization.

Organizational commitment. Meyer and Allen (1997) conducted studies in the

early 1990s concerning the types and measurement of employee commitment to an

organization. Three distinct and uncorrelated types of organizational commitment

emerged, including normative, continuance, and affective commitment (Meyer & Allen,

1997). Normative commitment was based on the notion that organizational commitment

was simply a transaction of conducting a designated job and reciprocal receipt of a

negotiated paycheck (Meyer & Allen, 1997).

According to Meyer and Allen (1997), continuance commitment concerned the

desire for compensation, but employees in this category also felt gratified and obligated for the responsibility of providing service-related functions (such as teachers and nurses). Affective commitment was about organizational citizenship and occurred when employees went beyond their normal job functions to solve business problems and surpassed expectations to help their company succeed (Meyer & Allen, 1997). They readily volunteered and took the initiative to work with and through teams, diversity, and consensus.

Each commitment type was measured by a separate scale, which Meyer and Allen (1997) reported as having excellent discriminate validity with the other two scales as well as with scales used to rate similar constructs such as job satisfaction. Psychometric properties were reported to be strong with high scale reliability (Cronbach's alpha) and solid construct validity (CFA). Furthermore, both reliability and validity have demonstrated cross-culture stability (Meyer & Allen, 1997).

Prior research related to the topic of this project was only based on the measurement of affective organizational commitment. Financial institutional strategies have begun to focus on innovation, efficiency, marketing, lean manufacturing, process management, and other improvement programs requiring team work, leadership, and initiative. As a result, organizational human resource strategies have been developed to attract and retain employees who demonstrate affective commitment mindsets, leadership, and validated accomplishments related to affective commitment. More complete and detailed information concerning the use, history, and psychometric properties of the affective commitment scale is explained in Section 2. In addition,

Section 3 describes the degree to which the survey was psychometrically valid as a measure of affective commitment for this project.

Intent to leave. Intent to leave measured an employee's psychological aspiration to cease employment and relationships with his or her company or organization. Intent to leave also included employees who made voluntary choices to seek employment in another department. This study used the scale developed by Lichtenstein, Alexander, McCarthy, and Wells (2004), which measured ITL with three questions. Lichtenstein et al. (2004) noted that all three items (questions) were scaled on a 7-point continuum and the Cronbach's alpha for the measure was 0.83, which was later confirmed by Paillé, Bourdeau, and Galois, (2010).

Lichtenstein et al. (2004) confirmed construct validity through a nonsignificant chi-square goodness-to-fit test ($\chi^2 = 19.4$; $df = 22$, $n = 860$; $p = 0.621$), which demonstrated that the model fit the data. In addition, the scale developers demonstrated excellent fit via CFA fit indices (GFI = 0.995, AGFI = 0.990, RMSEA = 0.000). GFI/AGFIs greater than 0.90 and RMSEAs less than 0.05 indicated good fit (Kline, 2011). As a result, reliability and validity were affirmed and deemed acceptable for application to the project.

To summarize, the measurement model was demonstrated to be sufficiently historically reliable and valid for use in the study. That is, measurement methods for organizational trust, affective organizational commitment, intent to leave, and the structural model, contained sufficient and strong psychometric properties to warrant application in the study as latent and observable variables. Sufficient reliability and

validity was a necessary precursor to the study.

Research Questions

The purpose of this quantitative study was to examine the relationship between intent to leave, an early predictor of employee turnover, organizational trust, and affective organizational commitment using structural equation modeling. The overarching research question was: What would be an effective model for organizational leaders to predict turnover soon enough so that action can be taken to retain important and key talent? This central research question was answered by testing the proposed SEM (Figure 1) to determine the degree to which observed data—correlations among the elements of the measurement model—fit the proposed model. However, answers to the following research questions were needed.

RQ1. To what degree, if any, was organizational trust linearly related with ITL?

RQ2. To what degree, if any, was affective organizational commitment linearly related with ITL?

RQ3. To what degree, if any, was affective organizational commitment correlated with organizational trust?

RQ4. To what degree, if any, was ITL predicted by organizational trust and affective organizational commitment?

Hypotheses

Four sets of hypotheses were developed, based upon the research questions, to test the key relationships in a structural equation model that serves to explain the variation in ITL. These sets of hypotheses not only described relationships and correlations between

the latent variables in the model, but also included a set of overall hypotheses, related to Research Question 4, to determine the degree to which observed data was explained by the model. The statistical results of the hypotheses tested individual regressed relationships between dependent and independent variables in a manner that sequentially tested all possible relationships such that the complete model was tested one relationship at a time. In addition, the entire model was analyzed to determine the degree to which observed variables (correlations between questionnaire items) fit the hypothetical model describing the emergence of intent to leave. This method provided the best method of validating the structural equation model as the best representation of ITL from the many possible models that could be proposed to explain relationships among the independent variables and the dependent variable involved in this study.

RQ1. Organizational trust was posited as a likely influence on ITL. As employees relied on and became more assured that their supervisors handled, resolved, addressed, and kept employees advised of personal concerns and priorities, their level of satisfaction with the supervisor increased. When supervisors exhibited competence, concern, openness and honesty, and could be relied on to follow through on their commitments, employees had greater trust in their supervisors to resolve personal problems. Higher reliability generated a higher level of supervisor satisfaction and employees become less likely to leave the organization. Also, when employees' values were aligned with the organization's values, vision, goals, and objectives, the employee was better able to identify with the organization and less likely to leave the organization. This relationship was characterized by the following hypotheses, with their statistical

testing statements in parentheses.

$H1_0$: Organizational trust was not linearly related with ITL. There was no significant relationship between organizational trust and ITL. That is, the beta coefficient relating organizational trust and ITL in the SEM displayed in Figure 1 was positive or equal to zero ($\beta_1 \geq 0$, $p < .05$).

$H1_a$: Organizational trust was linearly related with ITL. There was a significant relationship between organizational trust and ITL. That is, the beta coefficient relating organizational and ITL in the SEM displayed in Figure 1 was less than zero ($\beta_1 < 0$, $p < .05$).

RQ2. Affective organizational commitment was posited as a likely influence on ITL. Affective organizational commitment theory indicated that employees stay with the organization simply because they wanted to do so. Meyer and Allen (1997) posited that of the three types of organizational commitment (affective, normative, and continuance), affective commitment had the strongest negative correlation with turnover. Therefore, when employees exhibited high levels of affective organizational commitment, they were less likely to leave the organization. This relationship was characterized by the following hypotheses, with their statistical testing statements in parentheses.

$H2_0$: Affective organizational commitment was not linearly related with ITL. There was no significant relationship between organizational commitment and ITL. That is, the beta coefficient relating affective organizational commitment and ITL in the SEM displayed in Figure 1 was positive or equal to zero ($\beta_2 \geq 0$, $p < .05$).

$H2_a$: Affective organizational commitment was linearly related with ITL. There

was a significant relationship between organizational commitment and ITL. That is, the beta coefficient relating affective organizational commitment and ITL in the SEM displayed in Figure 1 was less than zero ($\beta_2 < 0$, $p < .05$).

RQ3. Organizational trust was posited as likely to have an influence on commitment. Organizational trust was central to building relationships within the firm. Employees with high levels of affective organizational commitment were more likely to define their jobs more broadly (organizational citizenship behaviors), seek improvements in the work environment, and engage in problem solving. When both trust and commitment were at high levels, employee performance, efficiency, and effectiveness were enhanced (Heavey, Halliday, Gilbert, & Murphy, 2011). This relationship was characterized by the following hypotheses, with their statistical testing statements in parentheses.

H3$_0$: Affective organizational commitment was not correlated with organizational trust. There was no significant relationship between organizational commitment and organizational trust. That is, the correlation coefficient relating organizational trust and affective organizational commitment in the SEM displayed in Figure 1 was less than zero ($r \leq 0$, $p < .05$).

H3$_a$: Affective organizational commitment was correlated with organizational trust. There was a significant relationship between organizational commitment and organizational trust. That is, the correlation coefficient relating organizational trust and affective organizational commitment in the SEM displayed in Figure 1 was greater than zero ($r > 0$, $p < .05$).

RQ4. The relationship between organizational trust, affective organizational commitment, and ITL was examined to determine to what degree organizational trust and affective organizational commitment predicted ITL. The structural equation model (Figure 1) was posited as likely to represent the relationships between organizational trust, affective organizational commitment, and ITL. The influence of the first three sets of hypotheses was examined with the fourth set of hypothesis testing the data fit for the entire model. The result of the data fit offered insights to organizations seeking to reduce turnover. A better understanding of the relationships between the three constructs (organizational trust, affective organizational commitment, and ITL) was offered. This relationship was characterized by the following hypotheses, with their statistical testing statements in parentheses.

H4$_0$: Intent to leave was not predicted by organizational trust and affective organizational commitment. Organizational trust and organizational commitment were not significant predictors of ITL. That is, the proposed model in Figure 1 does not fit the data (NNFI < .95, χ^2, p < .05, NFI < .95, GFI < .95, CFI < 0.95, RMSEA > 0.06, and SRMR > 0.05).

H4$_a$: Intent to leave was predicted by organizational trust and affective organizational commitment. That is, the proposed model in Figure 1 does fit the data (NNFI > .95, χ^2, p > .05, NFI > .95, GFI > .95, CFI > 0.95, RMSEA < 0.06, and SRMR < 0.05).

The examination of these four hypotheses tested the relationships of the structural equation model (Figure 1). Each is discussed in detail in Section 3. Charts, graphs, and

other statistics have been provided and discussed. Survey questions can be found in

Appendex A.

Theoretical Framework

Social exchange theory, organizational commitment model, and organizational

citizenship behavior theory served as theoretical foundations for the study. The

following discussion relates each of the theories to the central research problem of

employee turnover (ITL) and examines the relationships of organizational trust, affective

organizational commitment, and ITL. Each theory has been used in other studies

regarding ITL.

Social Exchange Theory

Thibaut and Kelley (as cited in Lawler, Thye, & Yoon, 2008; Molm, 2010)

introduced the first major publication regarding social exchange theory. Paillé (2009,

2011) defined social exchange as voluntary actions on the part of individuals with the

expectation of returns from others. Employee well-being and recognition were two of the

characteristics valued in social exchange theory (Paillé, 2009, 2011). If the exchange

between the organization and the employee was sufficient, organizational efficiency

would increase, turnover would decrease, and affective organizational commitment

would increase (Paillé, 2009). Parties remain in the relationship if these norms of equity

or balance continue (Tekleab & Chiaburu, 2010). Intent to leave (proxy for turnover) and

affective organizational commitment were two of the constructs of the model in Figure 1.

Competency, concern for employees, openness, honesty, reliability, and identification

with organizational values were the dimensions of trust (Shockley-Zalabak et al., 2010).

According to Paillé, Bourdeau, and Galois (2010), if the social exchange process was maintained over time, organizational trust was the reason that intent to leave would decrease and organizational citizenship behavior would increase. Trust was a construct of the model in Figure 1.

Blau (as cited by Paillé, 2009), an early proponent of social exchange theory from a sociology perspective, noted that reciprocity was a crucial element for social exchange. When employees believed that the organization cared about their well-being, they were more likely to reciprocate and offer similar behaviors to the organization and team members (Paillé, 2009). According to Cho et al. (2009), employee-employer relationships continued to be studied by researchers using the social exchange theory as a theoretical foundation. Social exchange theory was positively related to affective organizational commitment, organizational trust, and organizational citizenship behaviors and negatively related to ITL.

Ng and Feldman (2011) found that reciprocity was a critical element of social relationships (Ng & Feldman, 2011). Reciprocating with trust and emotional engagement may be the result of employee perceptions of being valued (Ng & Feldman, 2011). Employees who felt valued tended to stay with the organization and make contributions at high levels (Ng & Feldman, 2011).

Organizational Commitment Model

Commitment was studied and defined by Mowday, Porter, and Seers (as cited by Meyer & Allen, 1997) nearly 3 decades ago. Tett and Meyer (1993) found that affective organizational commitment concerned the employee's identification and involvement in

the organization and resulted in a desire by the employee to remain with the organization. Meyer and Allen (1997) offered three components to the model of commitment: affective commitment, continuance commitment, and normative commitments. The affective commitment component indicated that employees stayed with an organization simply because they wanted to do so, continuance comment indicated that employees stayed with an organization because they needed to do so, and normative commitments indicated that employees stayed with an organization because they felt obligated or that they ought to do so (Meyer & Allen, 1997). Regarding ITL, Meyer and Allen (1997) found that correlations were strongest (negatively) for employees who had a strong affective organizational commitment. Affective organizational commitment was a construct for the SEM in Figure 1.

Organizational trust was found to be positively correlated with organizational commitment (Sharkie, 2009). Organizational trust and affective organizational commitment were two of the three constructs in the SEM (Figure 1). Organizational commitment was a form of reciprocity, according to Sharkie (2009). Employee perceptions about the *caring and concern* dimension of managers were related to organizational trust (Sharkie, 2009). Mowday (as cited by Cho, Johanson, & Guchait, 2009) found that affective organizational commitment resulted in extra effort or extra-role behavior by employees and increased performance. Fiorito, Bozeman, Young, and Meurs (2007) commented that over 200 scholarly articles were published regarding organizational commitment because a central part of organizational commitment was related to extra-role behavior and may impact organizational performance.

Fiorito et al. (2007) and Joo and Park (2010) noted that many researchers found that organizational commitment predicted turnover. Pepe (2010) also found that affective organizational commitment was positively related to loyalty, performance, and reduced turnover. Affective organizational commitment and turnover (ITL) were two of the constructs of the SEM (Figure 1) being studied. The organizational commitment model, and more specifically the affective organizational commitment component, was negatively related to ITL and positively related to organizational trust.

Organizational Citizenship Behaviors

Bateman and Organ (as cited by Bergeron, 2007) coined the term *organizational citizenship behavior* in 1983. Organizational citizenship behavior was defined as behavior beyond the main required task and was found to be important to the organization because it supported the organizational performance and psychological contexts of work (Yakovleva, Reilly, & Werko, 2010). Yakovleva et al. (2010) noted that one of the most important outcomes of trust was organizational citizenship behavior. Chen et al. (1998) were the first to predict the relationship between turnover and OCB. Chen et al. (1998) stated that the lower the level of OCB, the higher the likelihood of turnover and that turnover intention (ITL) was a predictor of turnover. Paillé (2009) noted that organizational citizenship behaviors were positively correlated with organizational commitment. Paillé (2009) found that organizational citizenship behavior and organizational efficiency increased as organizational commitment increased while turnover decreased. Organizational citizenship behavior was positively related to organizational trust and organizational commitment and negatively related to intent to

leave. Organizational commitment was found to be positively related to OCB (Ng & Feldman, 2011).

The Foundational Theories and the Structural Equation Model

Social exchange theory, organizational commitment, and organizational citizenship behaviors were found to be related, according to the literature reviewed in this section. The following three relationships were tested: Organizational trust was negatively correlated with ITL and as organizational trust increased, ITL decreased; organizational trust was positively correlated with affective organizational commitment and as organizational trust increased, affective organizational commitment increased; and affective organizational commitment was negatively correlated with ITL and as affective organizational commitment increased, ITL decreased. A structural equation model (see Figure 1) was developed and tested to determine the degree of relationships between the dimensions of organizational trust, affective organizational commitment, and intent to leave.

Definition of Terms

Affective organizational commitment: Affective organizational commitment is related to a strong desire to remain with and identify with the organization (Meyer & Allen, 1997). Employees with strong affective organizational commitment also have a desire to remain involved in the organization simply because they want to remain involved (Meyer & Allen, 1997).

Competence: Competence is related to the ability of the organization to meet the challenges of the environment (Shockley-Zalabak et al., 2010). Elements of competence

include leadership, strategy, decision making, quality of decisions, and other necessary capabilities to remain competitive and sustainable (Shockley-Zalabak et al., 2010).

Concern for employees/stakeholders: Concern is related to organizational communication and human resources policies and practices (Shockley-Zalabak et al., 2010). Employee or stakeholder perceived concern for their personal well-being, shown by the employee's immediate supervisor or managers, increase organizational trust (Shockley-Zalabak et al., 2010).

Identification: Identification is related to management-employee interactions (Shockley-Zalabak et al., 2010). Employees identify with organizations that reflect the employees' own values (Shockley-Zalabak et al., 2010).

Intent to leave: Intent to leave means that the employee has made a conscious and deliberate choice to leave the organization in the near future (Cho et al., 2009).

Openness and honesty: Openness and honesty relate to how organizations engage in constructive disagreements, communicate about problems, and provide feedback regarding job-related decisions (Shockley-Zalabak et al., 2010).

Reliability: Reliability is about being dependable and following through on commitments (Shockley-Zalabak et al., 2010). Reliability is especially important in uncertain times (Shockley-Zalabak et al., 2010).

Assumptions, Limitations, and Delimitations

Assumptions will be presented in this section and include participant awareness, population sample, and survey instruments. Limitations such as common method variance and the slow economy will be discussed. Delimitations, such as the study of

companies only in the financial industry, will also be presented in this section.

Assumptions

It was assumed that participants were aware and had experiences that allowed them to accurately answer survey questions. It was assumed that participants had no agenda to manipulate their answers and were truthful with their responses. Because the population of participants consisted of a convenience sample, the survey results could be biased. Those who did not participate in the survey could have had different views and could have possibly influenced the data. Care was taken to ensure that the instruments used in this study had adequate validity and reliability. Multivariate statistics were employed and had built-in assumptions such as a normal distribution, linear relationship with variables, and that variables were measured without error.

Limitations

A quantitative nonexperimental research method was used. Although participants were from several financial institutions, results of the study were not generalizable to other industries or within the same industry. Current slow economic conditions may have affected employee consideration of ITL because of the relative scarcity of job options. The survey was administered at one point in time. Therefore, temporality was firmly established, and causality could not be determined. In the future, a longitudinal study should be considered.

Common method variance was a limitation of the study. An unrotated Harman's single factor analysis was performed using principle components analysis (PCA) on the observed independent variables (affective organizational commitment, competence,

concern, identity, openness, and reliability). The factor (eigenvalue = 4.789) accounted

for 79.8% of the variance in ITL. In other words, the common method (survey) was also

a possible candidate for explaining the variation in ITL as much as the theoretical model.

The Harman's single factor test (Podsakoff & Organ, 1986) asserted that method

becomes a likely factor for explaining part of the variation in the dependent variable

when a single unrotated factor (from PCA) explained the majority (greater than 50%) of

the model's variance. In this case, the Harman's test revealed that a single factor

accounted for almost 80% (79.8%) of the variation, signaling that common method

variance (CMV) was present because of the creation of some degree of bias. Common

method variance could have been present because of using the same method (survey) to

report data on both the independent and dependent variables, reporting of data for all

variables for the same individuals, and the reliance on self-reports as the sole source of

data for the project. The possibility of CMV was recognized as a very likely issue during

the development of the methodology for this study. As a result, the study, questionnaire,

and method were designed in accordance with guidelines set by Lindell and Whitney

(2001) to minimize the effects of this CMV. Despite these controls, the common method

(collection of data via self-reported surveys) and the proposed model (Figure 1) were

both factors that served to predict or explain the variation of ITL. Consequently, the

impact of CMV represented a significant limitation regarding the utility of the model

(Figure 1) proposed to explain or predict the variation in ITL. Future research into this

phenomenon (ITL or turnover) will need to reduce the effect of CMV through improved

methods to separate and use different methods to collect data about the variables in this

study. Surveys will still be useful, but researchers will need to use other methods to collect data.

Delimitations

The research was focused on five financial services companies, with a total employee population of 690 employees, located in the southeastern United States. The research did not focus on companies outside of the financial services industry. Peer-to-peer trust and management-to-subordinate trust was not part of the study. Continuance commitment and normative commitment were not part of the study.

<div align="center">

Significance of the Study

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The constructs of organizational trust, affective organizational commitment, and intent to leave were worthy of further study to address the gap in organizational performance related to ITL. Decreased ITL was related to organizational trust and affective organizational commitment (Forret & Love, 2008). Trust characteristics such as *competence* and *caring* enhance social relations and have been noted as fundamental to working together (Paillé et al., 2010). Trust was a crucial antecedent to employee-leader relationships and often resulted in extra-role behavior (Caldwell & Hansen, 2010). Trust also related to increased organizational commitment (Forret & Love, 2008). Chen et al. (1998) observed that OCB were multifaceted and included altruism, conscientiousness, and the willingness to perform beyond the minimum job requirements (extra-role behavior). Chen et al. (1998) found that the lower the level of OCB, the more often the employee left the organization. Because turnover intentions were consistently related to turnover, the higher the level of OCB, the more likely that the employee remained in the

organization (Chen et al., 1998). Organizational affective commitment contributed to OCB and employee performance, and had a negative correlation with ITL (Fiorito et al., 2007).

Reduction of Gaps

The extent to which organizational trust and affective organizational commitment explained the variance in ITL in the financial services industry was examined. A key word search did not reveal such studies in the literature. Understanding the degree to which organizational trust and affective organizational commitment contribute to the variance of ITL could provide management with information for organizational interventions to improve organizational performance (Gillespie & Mann, 2004). Turnover was found to be related to increased costs and lower morale, job satisfaction, and quality (Cho et al., 2009). Because ITL was considered a valid proxy for turnover, ITL was used as the dependent variable for a more complete examination and understanding of affective organizational commitment and trust. A better understanding could aid in determining interventions to reduce voluntary employee turnover.

Research results have shown that organizational commitment predicted organizational citizenship behaviors, performance, and turnover (Fiorito et al., 2007). Evidence regarding organizational trust, organizational commitment, and turnover were vital elements for sustained competitive advantage (Sharkie, 2009). This study addressed the gap between organizational effectiveness and ITL; contributed to the body of knowledge regarding affective organizational commitment, organizational trust, and intent to leave; and offered practitioners possible interventions to reduce voluntary

employee turnover.

Implications for Social Change

The research and practical implications of this study empirically showed, within the domain of the convenience sample, the significance of the relationships of organizational trust, affective organizational commitment, and intent to leave. This study contributed to social change by investigating whether organizational trust and affective organizational commitment were factors affecting ITL.

The *concern for employees'* dimension of organizational trust was related to the employee's perception that leaders had a concern for the employee's well-being (Shockley-Zalabak et al., 2010). The *openness and honesty* dimension addressed the organization's willingness to give the employees voice and to allow constructive dialogue regarding work-related problems and employee involvement in job processes (Shockley-Zalabak et al., 2010). Affective organizational commitment related to leaders who support and care for employees (Pepe, 2010). Results from other studies also showed significant correlations between affective organizational commitment and employee well-being, both on-the-job and away from the workplace (Meyer & Allen, 1997). This study focused on these and other dimensions of organizational life and has provided management with evidence to improve in these areas, which is desirable for social change.

A Review of the Professional and Academic Literature

Three constructs (latent and observable variables) underlie the theoretical model explaining the variation in ITL (Figure 1). As illustrated in Figure 1, these constructs

include organizational trust, affective organizational commitment, and ITL. These

constructs were related by three hypotheses, illustrated by the single- and double-headed

arrows in Figure 1. The first hypothesis asserted there was a significant negative

relationship between organizational trust and ITL. As organizational trust increased, ITL

declined, and vice versa. The second hypothesis claimed a significant negative

relationship existed between affective organizational commitment and ITL. The third

hypothesis reflected that a significant positive association existed between organizational

trust and affective organizational commitment. As organizational trust increased,

affective organizational commitment increased as well, and vice versa. While each of the

hypothesized relationships reflected an independent pathway to explain the variation of

ITL, all paths had to interact simultaneously to support the multivariate (and more likely)

explanation of the variation in ITL. A fourth set of hypotheses was needed to assert that

the model (Figure 1), as a whole, effectively predicted ITL when the underlying data fit

the model.

This literature review provides a thorough discussion and explanation of each

construct and the theoretical justification for each of the hypothesized relationships. In so

doing, the model in Figure 1 was justified, from a theoretical perspective, making it a

viable basis for explaining variation in ITL. This discussion includes an examination of

the underlying business problem and subjects supporting each construct and hypothesized

relationship. Important subjects reviewed in this section include social exchange theory,

affective organizational commitment, organizational citizenship behaviors, the

psychological contract, employee empowerment, communications, organizational

sustainability, organizational justice, ethics, and organizational performance. Organizational trust was treated as a second-order factor structure measurement model, characterized by five dimensional constructs including competence, concern for employees, openness, reliability, and identification (Shockley-Zalabak et al., 2010). Rationale and justification for each of these constructs and the dimensional structure of organizational trust are also discussed.

Literature Review Organization and Strategy

In addition to searching scholarly databases for the key words *organizational trust, affective commitment, organizational commitment,* and *intent to leave*, personal brainstorming was used to develop additional key words. This culminated in the creation of a table listing other terms such as *organizational citizenship behavior*, *job satisfaction*, motivation, *innovation*, *extra-role behavior*, *collaboration*, *social exchange theory*, *trustworthiness*, *human resource practices*, *organizational support*, *ethics*, *communication*, *turnover*, and *retention*. Databases such as ProQuest, Business Source Complete, ABI/INFORM, Google Scholar, and PsycINFO were queried. A third strategy for the literature review was to identify and search publications by authors who were frequently cited in scholarly studies. Annotated bibliographies were then created for relevant scholarly research articles. The literature review did not identify studies in the financial services industry related to the research question, so this study should add knowledge concerning the degree to which trust and affective organizational commitment predict ITL in the financial services industry.

Evidence of the Problem from the Literature Review

Employee turnover has been noted as a costly problem for business. The cost of acquiring a replacement for the lost talent was one of several factors that characterize the problem of employee turnover (Hausknecht et al., 2009). According to Hinkin and Tracey (2000), other factors associated with the failure of employees to remain in the organization long enough to master the skills necessary for many positions were costs that were difficult to accurately calculate. Such costs included current employee's unfamiliarity with tasks and picking up slack until new employees were hired and trained. Employees who leave organizations were often the most talented (Hinklin & Tracey, 2000; Wells & Peachey, 2011).

Low turnover of committed personnel was as important to business success as low turnover of customers (Alexandrov, Babakus, & Yavas, 2007). Turnover of personnel resulted in intangible costs such as increased costs of customer service because of new hires, disrupted customer service, lower morale because of remaining staff feeling overworked and pressured, and damage the company's reputation (Alexandrov et al., 2007). Management's concern, a dimension of organizational trust, must be perceived by employees and customers to be genuine (Alexandrov et al., 2007). Alexandrov, Babakus, and Yavas (2007) argued that management's concern for employees was assessed by the employees' feelings of satisfaction and commitment. Alexandrov et al. (2007) tested their model of ITL using SEM and found that management concern, a dimension of the latent variable organizational trust, had a positive effect on commitment, an observed variable in the proposed model for this paper, and commitment had a negative effect on

ITL, the dependent variable in the proposed mode. Employee assessments of management's concern for employees and customers had significant consequences (Alexandrov et al., 2007).

Cosner (2009) studied organizational capacity in relation to organizational trust and found that for organizational goals to be reached, cooperation between and among work groups was a critical factor. Repeated interactions were required to form and cultivate trust (Cosner, 2009). Therefore, turnover was an impediment to creating organizational capacity. Organizational trust promoted information exchange, conflict resolution, psychological safety, and organizational commitment (Cosner, 2009). Regarding capacity building, Cosner (2009) found that organizational trust was a crucial organizational resource.

Hartog and Hoogh (2009) observed that organizational commitment strongly predicted voluntary turnover. Increasing organizational commitment and trust resulted in a higher level of stability for the firm and countered the disruptive and costly effects of voluntary turnover (Hartog & Hoogh, 2009). Mayfield and Mayfield (2007) continued by noting that retaining productive employees was a major goal for corporations. Business success, regardless of product, service, or size, depended on retention (Mayfield & Mayfield, 2007). High rates of turnover increased training and replacement cost, resulted in the loss of organizational knowledge, and lowered employee morale (Mayfield & Mayfield, 2007). Using SEM to study motivating language (ML) and intent-to-stay, Mayfield and Mayfield (2007) found that for every 10% increase in ML, there was a 5% decrease in turnover intentions. Organizational commitment and motivational

communications were important in reducing turnover.

The business problem of turnover has been found to be affected by organizational trust and affective organizational commitment. Meyer and Allen (1997) found that trust and commitment were negatively correlated with employee turnover and were antecedents to employee turnover (Hausknecht et al., 2009). Baakile (2011) noted that organizational commitment was negatively correlated to ITL and that turnover intentions were antecedents of actual turnover.

Turnover was a significant business problem and a gap in business practice that required further investigation. Potential solutions include the identification of certain variables that affect ITL. With a better understanding of the relationships between affective organizational commitment, organizational trust, and intent to leave, appropriate interventions may be designed to reduce turnover and improve business performance. The literature review will continue and focus on each of the constructs and the related dimensions of organizational trust.

Organizational Trust

Less than 20% of employees had trust or confidence in their leadership, according to a Watson Wyatt survey (Denton, 2009). Denton (2009) noted that a lack of openness (a dimension of organizational trust), outsourcing, downsizing, and difficult economic times played roles in hampering a positive environment of trust. High-trust organizations generally received more qualified applications, had lower turnover, and achieved greater customer satisfaction (Denton, 2009). According to a 2002 Watson Wyatt survey, shareholder return was nearly three times lower at companies with low trust levels

(Denton, 2009). Low trust levels can be very expensive. The dimensions of the latent variable of organizational trust include organizational competence, concern for employees, openness and honesty, reliability, and identification.

Organizational competence. According to Shockley-Zalabak et al. (2010), the competence dimension of trust was found to be related to an organization's ability to meet the challenges of the environment (Shockley-Zalabak et al., 2010). Meeting the environmental challenges has taken the form of leadership, ability, strategy, capability, decision making, efficiency, effectiveness, and quality (Shockley-Zalabak et al., 2010). If the organization did not or could not achieve its goals and objectives, it was noted as lacking in organizational competence (Shockley-Zalabak et al., 2010). Organizational competence was described as the product of the capabilities of the entire employee population, regardless of level (Shockley-Zalabak et al., 2010).

Corallo, Lazoi, Margherita, and Scalvenzi (2010) observed that the increased complexity in some industries was the result of rapid change in technologies, disruption in global markets, internet tools, product development, and innovation. Organizational competence, a dimension of organizational trust, was related to managing competencies, information, and knowledge systems within organizations (Corallo, Lazoi, Margherita & Scalvenzi, 2010). Without trust, organizational knowledge was likely to be withheld (Reychav & Sharkie, 2010). Competence led to organizational performance and learning (Corallo et al., 2010). According to Corallo et al. (2010), companies that encouraged the emergence of competencies and managed those that were critical to achieving desired organizational performance results were more successful. Organizations that had reduced

the competence gap allowed better resource allocation by monitoring and developing organizational competencies related to key business activities (Corallo et al., 2010). Employee perceptions of management competence were found to be positively linked to organizational commitment (Angelis, Conti, Cooper, & Gill, 2011).

Chen and Chang (2010) studied competence as a temporary organizational asset that was firm-specific, related to organizational trust, and contributed to the organization's competitive advantage. Organizational competencies facilitated and encouraged learning and valuing organizational goals (Chen & Chang, 2010). When shared values existed between employees and stakeholders, organizational competencies developed to reach organizational goals (Chen & Chang, 2010). Competency was also related to mutual trust and openness (Chen & Chang, 2010). Chen and Chang (2010) found that competency encouraged employees toward a higher degree of openness and resulted in mutual trust.

Employee empowerment increased motivation, receptiveness for change, and learning (Chen & Chang, 2010). Such elements were found to be crucial for organizational flexibility because of a changing environment (Chen & Chang, 2010). Chen and Chang (2010) stated that competence was firm-specific and was dependent upon employee interaction. Without interaction, competence was only potential and was hidden within the organization (Chen & Chang, 2010). Mutual trust was necessary for the needed employee interaction (Chen & Chang, 2010). Sharkie (2009) continued along a similar theme, noting that trust takes on different forms and was crucial for accessing tacit knowledge of employees.

Caldeira and Dhillon (2010) posited that organizational competence was related to a combination of skills and technologies. Capabilities related more to the strategic application of competencies to achieve organizational goals (Caldeira & Dhillon, 2010). Freiling and Fichtner (2010) stated that firms must manage the process of capability building. Learning was the process for guiding capability building (Freiling & Fichtner, 2010). Competence was necessary for a firm's future competitive potential (Freiling & Fichtner, 2010). Organizational competence was linked with the employees who acted skillfully (Freiling & Fichtner, 2010). Freiling and Fichtner (2010) argued that organizational culture was the enabler of competence, relating culture to mission, strategy, communications, and openness for discussions. Culture was also related to ambiguity, reality, and views on human nature (Freiling & Fichtner, 2010).

A competency in and of itself was defined as only a potential for action; therefore, action was needed to build organizational competence (Freiling & Fichtner, 2010). According to Freiling and Fichtner (2010), the learning process necessary to build competencies included four principles: (a) finding a balance between exploration and exploitation, (b) recognizing that the learning process included three levels (individual, group, and organization), (c) cognition and action were related, and (d) the three levels were affected by social and psychological processes (intuiting, interpreting, integrating, and institutionalizing). One additional step in the process was added because knowledge may exist outside of the firm and must be integrated into the organization (Freiling & Fichtner, 2010). This step recognized the value of this new learning and absorbed it into the organization (Freiling & Fichtner, 2010). Pragmatism was needed so that people

sought validation instead of honoring tradition (Freiling & Fichtner, 2010). The development and application of competencies was crucial for the achievement of organizational goals.

Ibrahim and Ribbers (2009) conducted a study of the impacts of competence-trust and openness-trust using qualitative inquiry and three case studies. Competence-trust was defined as trustee's perceived ability, skills, and expertise within a certain area of specialization and the ability to interpret, perceive patterns, and conduct forward reasoning (Ibrahim & Ribbers, 2009). Openness-trust was about being honest and the willingness to share information based upon transparency and equity (Ibrahim & Ribbers, 2009). Competence-trust was found to motivate employees to use another organization's knowledge (supplier, for example) to enhance interorganizational sharing of knowledge (Ibrahim & Ribbers, 2009). High openness-trust levels were needed to develop this type of interorganizational collaboration and forward reasoning (Ibrahim & Ribbers, 2009). The interlinkage of organizational competencies was facilitated by openness-competency, leading to partner-specific knowledge transfer (Ibrahim & Ribbers, 2009). Collaboration and sharing of expertise may be a benefit as organizations and suppliers seek competitive advantage.

According to Freiling and Fichtner (2010), a learning culture was important and managerial action was needed to create a culture that encouraged collaboration. Organizations that created a culture of risk-free discussion of new ideas found that employees were willing to share information (Freiling & Fichtner, 2010). A learning organizational culture was necessary for increased collaboration, employee contributions

to competitiveness, and increased competence building (Freiling & Fichtner, 2010).

Similarly, Kayakutlu and Buyukozkan (2010) studied effective supply chain competence and noted that supply chains played an important role in the global knowledge-based economy. Global competition and virtual teams created the need for increased competence levels that were only possible by building trust and empowering behaviors that fostered collaboration (Kayakutlu & Buyukozkan, 2010). According to Kayakutlu and Buyukozkan (2010), competition was forcing company supply chains to increase competence levels by investing in competence factors such as innovation, continuous learning, and networking. Trust was a vital element for increasing efficiency and information sharing, thus reducing uncertainty in supply chains (Kocoglu, Imamoglu, & Ince, 2011).

McNeish and Mann (2010) explored knowledge sharing and trust in organizations. A consequence of knowledge sharing was increased organizational competency (McNeish & Mann, 2010). Examples of knowledge sharing included improvement in business decisions, group processes, increased sales, and reduced costs (McNeish & Mann, 2010). Trust was one of several factors that supported knowledge sharing (McNeish & Mann, 2010). Trust reduced complexity and resulted in a more adaptive and efficient organization (McNeish & Mann, 2010).

Strategy, goals, and execution contributed to organizational competence (Kayakutlu & Buyukozkan, 2010: Shockley-Zalabak et al., 2010). Organizational vision and mission were needed to motivate and inspire employees, as well as guide the actions of members of the organization (Shockley-Zalabak et al., 2010). Competent leadership

set direction, based on organizational vision and mission, and acted to achieve goals and adapt to environmental factors affecting the organization (Shockley-Zalabak et al., 2010). Competence has been found to deal with the core capabilities of the organization. Continuous improvement was necessary and included human and technological systems (Shockley-Zalabak et al., 2010). Staffing, training, performance review and feedback, and education were crucial to strengthening core capabilities (Shockley-Zalabak et al., 2010).

Organizational change was an element of competency (Shockley-Zalabak et al., 2010). Organizations were operating in complex environments where risk and crises demanded competent leaders (Shockley-Zalabak et al., 2010). Trusted steadiness was required for the uncertainness found in today's chaotic environment (Shockley-Zalabak et al., 2010). Regarding change competence, Shockley-Zalabak et al. (2010) argued that organizational trust was crucial for global organizations to achieve competitive advantage. Innovation and organizational learning must be based on an environment of trust. Employees who distrust the competence of their organizations were more likely to leave the company (Shockley-Zalabak et al., 2010).

Competence was sometimes believed to be in the domain of the individual rather than the organization (Shockley-Zalabak et al., 2010). Building trust required leaders to view trust not only as a competency of the individual but as strengthening the capability of the organization (Shockley-Zalabak et al., 2010). Leaders saw trust as a priority and understood that building trust in competency required action, leadership behavior, and communication (Shockley-Zalabak et al., 2010). Competency was directly linked to

hiring and retaining talent (Shockley-Zalabak et al., 2010).

In summary, organizational competence was critical for organizations dealing effectively with the challenges of the business environment. Competence was posited to be temporary in nature because of the environmental complexity, technological shifts, and change. If the organization could not meet its goals and objectives, it was lacking in competence. Building competence in the organization was linked to selection in hiring, creating an environment where collaboration was the norm, and retaining talent. Therefore, lowering the level of turnover intention was desirable for an organization planning to be competitive in the future.

Concern. Concern for employees and stakeholders was about communications and human resource management practices (Shockley-Zalabak et al., 2010). Concern was about giving employees voice and acting on their needs and concerns (Shockley-Zalabak et al., 2010). A willingness to communicate regularly, listen, and act on employees' ideas was crucial for the concern dimension of trust (Shockley-Zalabak et al., 2010). Employees needed to believe that their supervisor and management were concerned about their personal well-being (Shockley-Zalabak et al., 2010). Craig and Silverstone (2010) found that employees who believed that their employers cared about their well-being were four times more likely to be highly engaged in their work. Human resource policies and practices should reflect the well-being and concern for employees. Such policies and practices include safety, work-life balance, compensation and benefits, training, and career development (Shockley-Zalabak et al., 2010). Communications and several human resource management practices were discussed in this section.

Harlos (2010) examined anger-provoking events in a hospital setting related to ITL. Hospital administrators in America turnover faster than other industries, with a cost of lost productivity second only to physicians (Harlos, 2010). Harlos (2010) noted that turnover caused by negative events elicit more emotion and have lasting effects. Many of these negative working conditions were under the control of organizations (Harlos, 2010). Occupations with high levels of interpersonal interactions were particularly susceptible to anger-provoking events (Harlos, 2010). Harlos (2010) stated that social relationships supporting openness and concern for employees (dimensions of organizational trust) were good retention strategies.

Bergial, Nguyen, Clenney, and Taylor (2009) observed that in addition to the high economic costs of turnover, social structures were disrupted and commitment was decreased for the remaining employees. Concern for employees, a dimension of organizational trust, was found to relate to supervisor support which was negatively associated with ITL (Bergial et al., 2009). An employee's *fit* was associated with the employee's comfort with the organization (Bergial et al., 2009). The better the fit, the more the employee identified with the organization (Bergial et al., 2009). Identification was a dimension of organizational trust and is discussed later in this dissertation. It was therefore logical to relate concern for the employee, employee fit, and identification, with the employees' desire to remain in the organization and thereby reduce ITL.

Organizational justice, a human resource practice, was also an important contributor to the element of concern. The ability of employees to voice their concerns safely and feel that the organizational processes were fair may contribute to lower levels

of ITL (Wells & Peachey, 2011). Procedural fairness was an important characteristic of organizational trust (Shockley-Zalabak et al., 2010). Sulu, Ceylan, and Kaynak (2010) observed that fairness affected employee attitudes and behaviors such as intent to leave, organizational commitment, and organizational citizenship behaviors. Distributive justice was related to the concept of fairness and social exchange within the organization and was related to outcomes, such as rewards, in exchange for employee inputs (Sulu et al., 2010). Distributive justice was found to be directly related to organizational commitment (Jensen & Rodwell, 2010). Positive correlations also existed between perceptions of fairness of human resource policies and affective organizational commitment (Meyer & Allen, 1997). Human resource practices related to distributive justice affected employee perceptions of management concern.

Human resource policies, practices, and communications were related to the *concern* dimension of organizational trust (Shockley-Zalabak et al., 2010). Concern for personal well-being shown by management increased organizational trust (Shockley-Zalabak et al., 2010). According to Forret and Love (2008), distributive, procedural, and interactional justice perceptions were related to supervisor and peer trust and morale. Forret and Love (2008) studied justice perceptions and peer relationships. Findings from the study suggested that it was important for organizations to enhance perceptions of fairness in rewards, procedures, and treatment of employees (Farndale, Hope-Hailey, & Keilliher, 2011; Forret & Love, 2008). Distributive justice was related to fairness of outcomes received, and procedural justice was related to the human resource policies and procedures used to determine the outcome regarding the employee (Farndale, Hope-

Hailey, & Keilliher, 2011; Forret & Love, 2008). Interactional justice was related to the quality of the interpersonal process of explaining the outcome by treating employees with respect, honesty, and sincerity (Farmer & Meisel, 2010; Forret & Love, 2008; Salamon & Robinson, 2008). Sensitivity, sincerity, and adequate explanation of the outcome were crucial to interactional justice (Farmer & Meisel, 2010; Forret & Love, 2008).

Distributive justice was found to predict organizational commitment, trust in organizations, trust in the employee's supervisor, OCB, and organizational identification (Forret & Love, 2008; Jepsen & Rodwell, 2010). Fairness was the basis for organizational justice (DeConinck & Johnson, 2009; Farndale, Hope-Hailey, & Kelliher, 2011; Forret & Love, 2008). Distributive justice had a negative relationship with ITL, negative emotion, and intent to reduce efforts (Forret & Love, 2008; Jepsen & Rodwell, 2010).

Procedural justice predicted outcome satisfaction, performance, organizational commitment, job satisfaction, and cooperative conflict management behavior (Forret & Love, 2008). Procedural justice has also been found to be a crucial factor for organizational change efforts (Forret & Love, 2008). Interactional justice has been found to be related to OCB, commitment, performance, ITL, and employee's evaluation of authority (Forret & Love, 2008). Interactional justice was found to have a stronger impact on ITL than distributive justice (Forret & Love, 2008). In other words, perceptions of justice affected the employee's work experience (Forret & Love, 2008).

Distributive, procedural, and interactional justice were also strongly related to peers and workgroups (Forret & Love, 2008). Modern organizations required

collaboration and justice perceptions were crucial to promoting healthy employee relationships (Forret & Love, 2008). Distribution of rewards, human resource practices, and interpersonal treatment by supervisors were related to peer-trust, morale, organizational commitment, and ITL (Forret & Love, 2008).

Shapira-Lishchinsky and Even-Zohar (2011) studied withdrawal behaviors from an ethics perspective using SEM. Ethical perceptions, including a caring climate, was found to be positively and significantly related to affective organizational commitment and ITL (Shapira-Lishchinsky & Evan-Zohar, 2011). Distributive justice was also found to be positively and significantly related to affective organizational commitment (Shapira-Lishchinsky & Evan-Zohar, 2011).

DeConinck and Johnson (2009) used SEM to study the effects of perceived supervisor and organizational support, organizational commitment, performance, and organizational justice on turnover among salespeople. According to DeConinck and Johnson (2009), organizational justice examined the employees' perception of fairness. The perception of fairness guided behavior (Deconinck & Johnson, 2009). DeConinck and Johnson (2009) claimed that few studies have included organizational justice in models of turnover. Distributive justice, through organizational commitment, was found to be a significant factor on turnover (Deconinck & Johnson, 2009). Deconinck and Johnson (2009) found that all dimensions of organizational justice were found to be significant, but indirect predictors of turnover through other variables (such as perceived organizational support and organizational commitment). Procedural justice was found to influence both performance and turnover (Deconinck & Johnson, 2009). When

salespeople believed that the organization was concerned (a dimension of trust) about their well-being and valued their contributions through performance reviews (procedural justice), the salesperson's level of commitment was positively affected with increased job performance and decreased ITL.

To summarize, the concern dimension of trust was directly related to the organization's loyalty to employees and customers (Shockley-Zalabak et al., 2010). Human resource policies and practices for a concerned organization reflected a genuine caring attitude for employees, customers, shareholders, and other stakeholders (Shockley-Zalabak et al., 2010). Actively listening to stakeholders and acting on their needs, concerns, and values were characteristics of the concern dimension of trust (Shockley-Zalabak et al., 2010). Policies such as staffing, performance management, grievances, corrective action, and work-life issues contributed to whether employees believed that the organization was concerned for their well-being (Shockley-Zalabak et al., 2010). Retention was higher when employees trusted that the organization was genuinely concerned for their well-being (Shockley-Zalabak et al., 2010).

Openness and honesty. According to Shockley-Zalabak et al. (2010), the dimension of openness and honesty was related to open communications about employee and organizational problems, constructive conflict, and involvement of employees in job-related decisions. Management that provided information about job performance, kept confidences, shared major organizational decisions and strategy, and communicated the impact to the employee demonstrated behaviors of openness and honesty (Shockley-Zalabak et al., 2010). Shockley-Zalabak et al. (2010) found that over 80% of surveyed

organizations rated low in creditable leadership communications. Management must be very clear about expectations and intentions relating to job performance, customer impact, and business in general (Shockley-Zalabak et al., 2010).

According to Whittington and Galpin (2010), many leaders concentrated on creating an image and closing themselves off, rather than opening themselves up to others. Mistrust was the result of this behavior and ultimately had a negative impact on the organization (Whittington & Galpin, 2010). To build trust, a leader was viewed as being authentic (Whittington & Galpin, 2010). Openness allowed the leader the opportunity to confront the gap between intended and perceived communication (Whittington & Galpin, 2010). Implicit commitments made up the psychological contract and with efforts made to ensure openness and honesty (Whittington & Galpin, 2010).

Thomas, Zolin, and Hartman (2009) used SEM to study the role of communication in developing trust and its effect on employee involvement. Thomas et al. (2009) found that trust was based on beliefs about others and was built upon both quality of information (supervisor-employee) and quantity of information (senior management-employee). Employee's willingness to exchange ideas, even when the employee's ideas ran counter to prevailing thought, displayed an open atmosphere and was a key factor related to trust (Thomas, Zolin, & Hartman, 2009). Open communication, including timely, accurate, and useful information from others, resulted in higher levels of trust (Thomas et al., 2009). Trust was found to be closely tied to organizational openness, which predicted employee involvement (Thomas et al., 2009).

Openness was a way of promoting organizational commitment (Thomas et al., 2009).

Chen and Indartono (2011) studied the antecedents to commitment using SEM. An employee's perceived equity was found to be significant to assure organizational effectiveness (Chen & Indartono, 2011). Clear channels of communication reflected openness, a dimension of trust, and were important in relation to human resource management policies dealing with performance appraisal, rewards, and career advancement (Chen & Indartono, 2011). Openness was also important to an employee's perceived equity because it impacted resource allocation, supported role clarity, encouraged employee participation in decision making, and discouraged political behaviors (Chen & Indartono, 2011). Openness was crucial for employee trust in the organization (Chen & Indartono, 2011).

O'Neill and Arendt (2008) studied the psychological climate and work attitudes by using SEM. A culture of openness was important to employees as it allowed them the freedom to express themselves in a safe environment (O'Neill & Arendt, 2008). Chen and Chang (2010) found that competency, a dimension of trust, encouraged employees toward a higher degree of openness, resulting in mutual trust. If employees felt safe to express themselves, they experienced greater job satisfaction and commitment (O'Neill & Arendt, 2008).

According to Shockley-Zalabak et al. (2010), openness and honesty was dictated by others. The experience of openness and honesty produced trust perceptions of the organization (Shockley-Zalabak et al., 2010). A culture or mentality of openness and trust was related to internal and external communications that were true and perceived to

be true, provided to people when they wanted or needed it, and was in a format that could be understood (Shockley-Zalabak et al., 2010). For example, a culture that communicated on a need-to-know basis was not an open organization as compared to an organization with a need-to-share mentality (Shockley-Zalabak et al., 2010). Sharing information with all employees was necessary to stimulate problem solving, change, and creativity (Shockley-Zalabak et al., 2010).

Schockley-Zalabak et al. (2010) found that openness and honesty were also linked with the other four trust dimensions (i.e., reliability, competence, concern for others, and identification). Openness and honesty were necessary to build high trust levels in the other dimensions (Shockley-Zalabak et al., 2010). Uncertainty was reduced with open and honest communication, and resulted in the ability to better collaborate and engage in constructive disagreement (Shockley-Zalabak et al., 2010).

In summary, openness and honesty were about clear, timely, and credible communication channels. Employees must feel safe and free to address problems in the workplace by collaborating freely. Building high trust levels facilitates an open and honest culture and was necessary for the other dimensions of trust. An environment with a lesser degree of openness and honesty could result in much uncertainty regarding performance appraisals, supervisor instructions, and suspicion regarding the intent of management communications. Such an environment could contribute to employee turnover.

Reliability. The reliability dimension of trust was about management doing what it says it was going to do, and providing employees with the rationale (Shockley-Zalabak

et al., 2010). It was not about simply maintaining the status quo, but about management keeping commitments and following through (Shockley-Zalabak et al., 2010). If changes were needed, management should explain the necessity for the change (Shockley-Zalabak et al., 2010). High reliability reflected a steadiness that was crucial in uncertain times (Shockley-Zalabak et al., 2010). Information shared within the organization must be truthful and policies applied equitably (Shockley-Zalabak et al., 2010). Consistent behaviors and consistent explanations increased levels of trust (Shockley-Zalabak et al., 2010).

According to Sendjaya, Sarros, and Santora (2008), trust was one of several values reflected by servant leadership. Servant leadership was a leadership style that contributed to organizational citizenship behaviors (OCB) of the followers (Sendjaya et al., 2008). Dirks and Ferrin (2002) and Joseph and Winston (2005), as reported by Sendjava et al. (2008), found that servant leadership was an antecedent of organizational trust. Reciprocity between the leaders and followers facilitated the development of expectations of trust for both parties (Sendjava et al., 2008). The result reflected the element of reliability and was likely to increase OCB (Reychav & Sharkie, 2010; Sendjava et al., 2008).

Reliability was the belief that each party would keep their promises in the future and was a prerequisite for sharing of knowledge (Sharkie, 2009). Greenwood and Van Buren (2010) observed that organizations held greater power than stakeholders and must be relied upon to treat stakeholders fairly. Whittington and Galpin (2010) addressed employee engagement and stated that when leaders consistently followed through on

their promises, trust and commitment were the likely outcomes. Transactional leadership

behaviors, according to Whittington and Galpin (2010), provided a clear sense of

expectations. According to Whittington and Galpin (2010), failure to engage employees

in a reliable manner could result in high performers seeking opportunities outside of the

organization (ITL).

In summary, words, actions, follow-through, and procedural fairness were found

to be important characteristics of organizational reliability (Shockley-Zalabak et al.,

2010). Reliable organizations provided consistent performance feedback and offered

reliable rationale for organizational change and goal achievement (Shockley-Zalabak et

al., 2010). Timeliness was another characteristic of reliability (Shockley-Zalabak et al.,

2010). Customers want timely and reliable service (Shockley-Zalabak et al., 2010).

High reliability promoted employee satisfaction and organizational effectiveness

(Shockley-Zalabak et al., 2010). In times of crisis, high reliability often assured

stakeholders (including employees), based on experience, that the organization would

meet their needs (Greenwood & VanBuren, 2010; Shockley-Zalabak et al., 2010).

Shockley-Zalabak et al. (2010) noted that the lack of trust in reliability caused lower

productivity and increased ITL.

Identification. According to Shockley-Zalabak et al. (2010), identification was

related to management-employee interactions. Employees identify with organizations

that reflect their (the employees) own values (Shockley-Zalabak et al., 2010). According

to Mowday, Steers, and Porter (as cited by Heavey, Halliday, Gilbert, & Murphy, 2011),

organizational commitment reflected the employee's identification with the goals and

values of the organization and the employee's involvement in the organization. Identification was the connection of organization and employee values, thus establishing a personal connection with other employees and management (Shockley-Zalabak et al., 2010).

The quality of the relationship was crucial for high levels of identification (Shockley-Zalabak et al., 2010). Identification was also an important dimension of trust across many different cultures (Shockley-Zalabak et al., 2010). As globalization of the marketplace continues and diversity is embraced, identification must be addressed to better align values of the employees and the organization.

Hughes and Avey (2009) used SEM to study the relationship between transformational leadership and trust, identification (a dimension of trust), organizational commitment, and job satisfaction. The study examined the leader's use of humor to moderate the effects of transformational leadership on these four variables. Hughes and Avey (2009) argued that follower identification was an important outcome of transformational leadership. It was important that followers not simply mimic the leader but adopt the leader's attitudes about desired organizational goals (Hughes & Avey, 2009). All variables in the high humor model were significantly correlated with each other. Only trust and identification were significantly correlated with the transformational leader's use of humor in the low humor model.

According to Chen and Chang (2010), organizations should review the employee selection process and pay attention to hiring the *whole person* who was a good fit for the organization's culture. Employees who believed that they did not fit were more likely to

leave the organization (ITL). Organizational identification was reported as a key goal for management to strengthen employee relationships (Chen & Chang, 2010; Reychav & Sharkie, 2010). Zeffane, Tipu, and Ryan (2011) studied communication, commitment, and trust using a correlational study. *Identification* with the organization was found to be influential in creating trust climates and trust in management (Zeffane, Tipu, & Ryan, 2011). Shapira-Lishchinsky and Evan-Zohar (2011) found that employees were motivated when they believed that their work served a larger purpose, suggesting that employers should adopt a cause-driven mission to employee identification.

Employee identification can be a problem with highly engaged employees. Unless employees identify with the strategic goals of the organization, engagement was of little value (Craig & Silverstone, 2010). Identification with organizational goals cultivates relationships that result in superior performance (Craig & Silverstone, 2010). A culture of trust was found to be essential (Craig & Silverstone, 2010).

Lin (2010) used SEM to study corporate citizenship, organizational trust, and work engagement. Engagement was defined, in part, as employee dedication or strong identification with the employee's work (Lin, 2010). The result of engagement or identification was increased discretionary effort which furthered the organization's goals (Lin, 2010). Discretionary effort was found to increase employee morale, organizational trust, and work engagement. It can be argued that high employee morale, high levels of organizational trust, and high identification with work and organizational goals made it less likely that employees will voluntarily seek employment elsewhere.

Wallace, de Chernatony, and Buil (2011) used SEM to study how leadership and

commitment related to the adoption of a bank's values by employees. As noted earlier, identification, a dimension of trust, related to the way organizations behaved and was closely related to an employee's core values. Employees identify and trust organizations if the core values of the employee and organization were congruent or closely aligned. Wallace et al. (2011) noted that because of the recent economic downturn, consumer trust has weakened significantly. Bank employees were important stakeholders who were on the front-line and were able to influence other stakeholders such as customers (Wallace et al., 2011). When communicating organizational values, or preferred behaviors, banks must continue to explain and remind staff of not only ethical standards, but the bank's brand value. Brand value was communicated by advertisements and also by bank employees who act as brand ambassadors (Wallace et al., 2011). Employees must understand management's stated values and deliver service accordingly to build consumer trust and loyalty (Wallace et al., 2011). Conversely, employees who do not support the organizational values and brand value become cynics, resulting in reduced trust and customer loyalty (Wallace et al., 2011).

According to Wallace, de Chernatony, and Buil (2011), leaders created organizational systems which support the organization's values, attract talent, and were intrinsic to increasing brand value. Leaders who did not behave according to the organization's and brand's values were perceived as lacking in personal commitment (Wallace et al., 2011). A leader's commitment to the values was a prerequisite to advocating the brand value. Leadership ensures that the brand values become part of the culture of the organization (Wallace et al., 2011), and thus reinforces organizational

identification.

Transactional leadership played an important role in identification by providing a foundation for the organization. Transactional leadership dealt with what was required to belong to the organization (Wallace, de Chernatony, & Buil (2011). Transformational leadership was more about inspiring followers to commit and internalize the values, resulting in extra-role behavior (Wallace et al., 2011). Both transactional and transformational leadership were required and can coexist (Wallace et al., 2011). Transactional leadership and transformational leadership were not opposing forces (Wallace et al., 2011) and should be used to reinforce organizational identification.

Wells and Peachey (2011) studied ITL and leadership behaviors. A direct negative relationship was found between transactional and transformational leadership behaviors and ITL (Wells & Peachey, 2011). Satisfaction with the leader was found to mediate the negative relationship between leadership behaviors (transactional and transformational) and ITL (Wells & Peachey, 2011). Transformational leaders facilitated employee voice so that they were able to express their concerns (Wells & Peachey, 2011). This led to justice theory. If employees voiced their concerns and felt that the organizational processes were fair, the organization may experience lower levels of ITL (Wells & Peachey, 2011). Transactional leadership, with emphasis on contingent rewards for good performance, could have a similar effect on ITL, if rewards were perceived to be applied fairly (Wells & Peachey, 2011).

Both transactional leadership and transformational leadership were important leadership styles and serve to support organizational identification. Wallace, de

Chernatony, and Buil (2011) found that there was much emphasis on transformational leadership but cautioned not to overlook the value of transactional leadership as a foundation. Whittington and Galpin (2010) observed that academic research over the past three decades was dominated by transformational leadership. In fact, these researchers pointed to several studies concluding that constructs such as organizational commitment, organizational trust, job satisfaction, and organizational citizenship behavior were positively related to transformational leadership. However, Avolio (as cited by Whittington and Galpin, 2010) found that the highest level of effectiveness was attained when building transformational leadership on the foundation of transactional leadership.

Edwards and Cable (2009) developed a model to study the effects of value congruence in terms of communication, predictability, interpersonal attraction, and trust. These constructs were related to the outcomes of job satisfaction, organizational identification, and intent to stay. Edwards and Cable (2009) confirmed that when employee and organizational values were similar, employees identify with the organization's goals and sought to remain in the organization, minimizing the cost of turnover and promoting OCB. According to Edwards and Cable (2009), open communications created a secure environment that was conducive to trust. Trust was rooted in predictability and was therefore consistent and reliable (Edwards & Cable, 2009). Both openness and reliability are dimensions of trust. According to Edwards and Cable (2009), these dimensions of trust (openness and reliability) led to positive feelings toward others and fostered an attitude of caring or concern for others (concern is a

dimension of trust). These positive feelings, arguably, resulted in stronger organizational

identification and promoted the desire by employees not to leave the organization (ITL).

Tuzun (2007) conducted a study of ITL using SEM. Tuzun (2007) found that

identification and job satisfaction were negatively related to ITL. The results of Tuzun's

study in Turkey supported Western findings regarding ITL (Tuzun, 2007). Job

satisfaction and identification were antecedents of ITL (Tuzun, 2007).

Organizational identification was defined as a sense of being a part of the

organization (Edwards and Cable, 2009). The previously mentioned dimensions of trust

increased the willingness of employees to strengthen relationships and identification with

the organization (Edwards and Cable, 2009). Both job satisfaction and identification

were found to be related to intent to stay (Edwards and Cable, 2009). Organizational

identification was found to be motivational in that employees pursued organizational

goals (Edwards & Cable, 2009). Thus, organizational identification and ITL were

negatively related (Edwards and Cable, 2009).

In summary, identification referred to stakeholders valuing what the organization

valued and resulted in a sense of connection (Shockley-Zalabak et al., 2010).

Identification was also based on having values similar to peers and leaders in the

organization (Shockley-Zalabak et al., 2010). Individuals have personal values that they

contrast and compare with organizational life (Shockley-Zalabak et al., 2010). The

perceived gap between the individual's personal values and the actual experience within

the organization was critical to the overall satisfaction with the organization (Shockley-

Zalabak et al., 2010). The smaller the gap, the closer the individual identified with the

organization (Shockley-Zalabak et al., 2010).

According to Schockly-Zalabak, Morreale, and Hackman (2010), identification related to employee *fit* and was connected to the other dimensions of trust (i.e., competence, openness and honesty, concern for stakeholders, and reliability). Employees experienced strong identification when they believed that they *count* and that they were *important* (Shockley-Zalabak et al., 2010). Strong organizational identification also enabled individuals to cope with uncertainty and allowed the organization's stakeholders to work through difficult times (Shockley-Zalabak et al., 2010). Negatives associated with uncertainty, such as negative conflict, rumors, and lower productivity, were not eliminated; however, strong organizational identification moderated the negatives (Shockley-Zalabak et al., 2010). Distrust in identification increased ITL (Shockley-Zalabak et al., 2010).

Organizational Commitment

Meyer and Allen (1997) observed that as organizations downsize, the remaining people were given more responsibility and the organization must be able to trust the employee to perform well. High commitment arguably assured that employees will do the right thing (Meyer & Allen, 1997). An organization that did not reciprocate employee commitment may cause employees to become alienated (the opposite of commitment) and choose to become committed in other directions such as hobbies, volunteer groups, their profession, or they may seek opportunities outside of the organization (Meyer & Allen, 1997). It was crucial to understand organizational commitment so that appropriate interventions can be implemented to reduce ITL (Jepsen

& Rodwell, 2010). Employees who were committed to their supervisor, workgroup, and organization were least likely to leave the organization (Meyer & Allen, 1997).

Meyer and Allen (1997) stated that organizational commitment was a psychological bond between the employee and the organization. Of the three types of commitment, (affective, continuance, and normative), high affective commitment resulted in the greatest motivation to contribute to the organization and to remain in the organization (Meyer & Allen, 1997). Affective commitment reflected the emotional attachment to the organization (Meyer & Allen, 1997). Continuance commitment was not about emotional attachment but was related to the costs of leaving the organization (Appelbaum et al., 2009; Meyer & Allen, 1997). Because the perceived costs of leaving the organization were too high, instead of being motivated to contribute to the organization, employees may harbor feelings of resentment or frustration (Meyer & Allen, 1997). Normative commitment was about the employee feeling obligated (duty bound) to remain in the organization (Meyer & Allen, 1997). Strong affective commitment reduced turnover intentions (Tan & Lim, 2009). While affective commitment produced the strongest organizational citizenship behaviors, Meyer and Allen (1997) reported that employees with strong normative commitment also tended to exhibit good job performance, attendance, and organizational citizenship behaviors.

Results from several studies have shown negative correlations between organizational commitment and ITL or turnover (Jepsen & Rodwell, 2010; Joo & Park, 2010; Meyer & Allen, 1997). Affective commitment was the strongest of the three types of commitment when relating to turnover (Meyer & Allen, 1997). According to Malik,

Waheed, and Malik (2010), affective commitment indirectly influenced normative and continuance commitment and was, therefore, a more effective measure of organizational commitment. Affective commitment was positively and significantly related to voluntary attendance (Meyer & Allen, 1997). Strong affective commitment was also found to be positively correlated with better job performance, manager's higher level of performance with strategic decisions, and cost control (Meyer & Allen, 1997). Meyer and Allen (1997) posited that high levels of affective commitment resulted in employees focusing more of their attention to areas that they believed to be valued by the organization. Continuance commitment studies resulted in few positive relations with high job performance, and no significant relations were found between normative commitment and high performance (Meyer & Allen, 1997).

Organizational Citizenship Behaviors (OCB) were noted as those work-related behaviors that exceed the employee's job description or organizational job requirements (Meyer & Allen, 1997). Examples of OCB include volunteering for projects, contributing ideas for problem solving, and assisting peers (Meyer & Allen, 1997). Employees with high levels of affective commitment defined their jobs more broadly (Meyer & Allen, 1997). According to Meyer and Allen (1997), employees with high levels of affective commitment responded to dissatisfaction at work by suggesting improvements (voice), accepting things the way they are (loyalty), and did not passively withdraw or ignore situations (neglect). Meyer and Allen (1997) posited that employees with strong affective commitment were more valuable to the organization than those with weak affective commitment.

Heavey, Halliday, Gilbert, and Murphy (2011) analyzed the concepts of trust, commitment, motivation, and trust using quantitative research. Relationship building and trust were central components to achieving high performance (Heavey et al., 2011). Surprisingly, nearly half of managers do not trust their leaders (Heavey et al., 2011). When both trust and commitment were present, efficiency, effectiveness, and performance were enhanced (Heavey et al., 2011). Heavey et al. (2011) posited that trust was a necessary foundation for commitment to be built. Chughtai and Buckley (2009) concluded that as leaders were perceived to be more trustworthy, followers tended to contribute higher levels of commitment and performance.

According to Mowday, Steers, and Proter (as cited by Heavey, Halliday, Gilbert, & Murphy, 2011), committed employees identified with organizational values and goals, and chose to become involved in the organization. Three themes from the Heavey et al. (2011) study and literature review found that trust was an antecedent to commitment, trust was a key element in organizational motivation, and motivation was a key variable of performance. Therefore, this means that trust was an essential antecedent to motivation and commitment.

Motivation was found to be the number one factor of performance (Heavey et al., 2011). Mayer and Gavin (2005) used SEM to study employees' ability to focus attention on tasks that were significant to the organization. The results of the study provided empirical evidence that trust in management allowed employees to focus on tasks that added value to their organization (Mayer & Gavin, 2005). On a practical level, competent management needed to use relationship management through trust to improve,

sustain, and optimize organizational commitment (Heavey et al., 2011).

Tenure and commitment. Yang (2008) conducted a study of newcomer socialization on organizational commitment, job satisfaction, and ITL. Yang (2008) found that job satisfaction negatively influenced ITL, job satisfaction positively influenced organizational commitment, and commitment negatively influenced ITL. Organizational commitment directly and significantly affected nearly 50% of the variation regarding newcomers' satisfaction (Yang, 2008). Over 40% of the variation regarding newcomers' commitment was directly and significantly related to ITL (Yang, 2008). Affective commitment was a broader and higher-level construct than job satisfaction (Yang, 2008). Yang (2008) concluded that organizational commitment was a crucial factor in ITL, job satisfaction highly contributed to affective commitment, and that organizational commitment and job satisfaction were intertwined.

Liou (2008) analyzed the concept of organizational commitment and found that as employees become more committed to their organizations, performance and efficiency improved and turnover decreased, along with associated costs. Organizational commitment was found to be more stable than job satisfaction as a predictor of ITL (Liou, 2008). High commitment was found to lead to employee empowerment and stabilized behavior under different organizational situations (Liou, 2008). Liou (2008) described five stages of development regarding commitment with the first one being exploration. If, in the exploration stage, the employee experienced positive outcomes and relationships, commitment became stronger and the employee advanced to the second stage (Liou, 2008). The second stage of commitment involved testing the negative

elements in the organization and assessing whether or not to deal with the negatives and remain in the organization (Liou, 2008). It was at this second stage, early in the developmental process, that employees decided whether to leave or remain in the organization (ITL). The third stage was referred to as the passionate stage (Liou, 2008). The employee tended to develop a positive attitude toward the organization and identified with the organization's values and goals (Liou, 2008). At this stage, employees willingly contributed to the success of the company (Liou, 2008).

The fourth stage was referred to as the quiet boredom stage and the job became more routine (Liou, 2008). At this stage, the individual began looking for out-of-role work with more challenge (Liou, 2008). The fifth stage integrated the previous stages of commitment and resulted in behavior that was flexible and enduring (Liou, 2008). Such behavior became a habit with the desire to maintain a good and strong relationship within the company (Liou, 2008). Liou (2008) also noted that empowerment had a significant effect on organizational trust and commitment.

Natarajan and Nagar (2011) studied tenure and type of job with the organization as related to organizational commitment and job satisfaction. Tenure influenced both commitment and job satisfaction (Natarajan & Nagar, 2011). Management with longer tenure experienced greater affective and normative commitment, as well as job satisfaction (Natarajan & Nagar, 2011).

The life span development theory was used by Natarajan and Nagar (2011) to explain commitment. When an employee joined the organization, he or she perceived that the values of the organization align with his or her own values (Natarajan & Nagar,

2011). This equated to the early stage of life (Natarajan & Nagar, 2011). If the employee found that the values did not align, the employee either aligned his or her values with the organization or left (Natarajan & Nagar, 2011). During this adolescent stage, commitment and job satisfaction decreased (Natarajan & Nagar, 2011). Those who stay adapt to the organizational values and this represents maturity (Natarajan & Nagar, 2011). Commitment and job satisfaction stabilize during the stage corresponding to adulthood (Natarajan & Nagar, 2011).

According to Natarajan and Nagar (2011) and Sharkie (2009), the traditional employment relationship has been replaced by a new psychological contract. For example, organizations addressed employee values by providing resources and in exchange, the employee offered commitment (Shapira-Lishchinsky & Even-Zohar, 2011). Breaching the psychological contract negatively affected OCB (Jepsen & Rodwell, 2010). Employment security and internal promotion cannot be guaranteed (Sharkie, 2009); nevertheless, discretionary behavior must be encouraged (Sharkie, 2009). To develop environments where employees willingly share information and knowledge that benefits the organization, organizational trust was needed (Sharkie, 2009). Sharkie (2009) stated that discretionary behavior and reciprocity take the form of organizational commitment. Organizational commitment was positively correlated with trust in leadership (Sharkie, 2009).

Commitment studies in other countries. Perryer et al. (2010) conducted a quantitative study about predicting turnover intentions and found that retention of committed employees with necessary skills and behaviors has become more difficult.

Mowday (as cited by Perryer et al., 2010) stated that committed employees were less likely to leave the organization (ITL) and that they learn more effectively. Committed employees were more likely to exhibit OCB and were more stable and engaged (Perryer, Jordan, Firns, & Travaglione, 2010). Perryer et al. (2010) found that ITL was a predictor of turnover and can be studied, therefore, making ITL not only of theoretical interest but of practical value as well. According to Perryer et al. (2010), the results of their study in Australia supported previous research in North American samples that found a significant relationship between organizational commitment and ITL.

Baakile (2011) studied ITL in Botswana using SEM, and found that a strong relationship existed between organizational commitment and ITL. Baakile (2011) found that organizational commitment had a negative impact on ITL. Baakile (2011) stated that a major contribution of the study related to organizational commitment and ITL in the African context rather than the first world context. Applebaum et al. (2009) found that organizational commitment affected employee ITL in a Canadian study of turnover.

Rekha and Kamalanabhan (2010) studied ITL in the information technology-enabled services industry in India, and noted that turnover rates were very high. Not only was replacement cost an issue, but quality of service, morale of the workforce, and workload were recognized as large problems (Reka & Kamalanabhan, 2010). Reka and Kamalanabhan (2010) found that a lack of organizational commitment was a contributor to ITL. By improving commitment, job satisfaction and job performance increase, and employees were less likely to leave the organization (Reka & Kamalanabhan, 2010).

Commitment, leadership, and innovation. Michaelis, Stegmaier, and Sonntag

(2009) used SEM to study organizational commitment to change and the implementation of innovation. The study focused on charismatic leadership and organizational trust, in relation to commitment and innovation implementation. Michaelis et al. (2009) defined innovation as the first time that the organization used a technology or practice rather than an actual new innovation. According to Ajzen (1991), attitudes and behaviors were linked to behavioral intention. An increase in behavioral intention resulted in an increased effort to perform a planned innovation implementation behavior (Ajzen, 1991). It can be argued that increased behavioral intention increased organizational commitment.

Social exchange theory was also used to explain the effects of charismatic leadership and organizational trust on innovation implementation behavior. Reciprocity increased commitment to change and innovation implementation behavior (Michaelis et al., 2009). If employees perceived a benefit from trusting and following charismatic leaders, they were likely to be motivated to reciprocate (Michaelis et al., 2009).

Charismatic leadership theory focused on the needs, aspirations, emotions, and values of followers, rather than a rational leadership approach (Michaelis et al., 2009). Making events meaningful was transformational and could result in employees going beyond the job requirements (Michaelis et al., 2009). Followers became less driven by self-interests and exhibited organizational citizenship behaviors serving the larger organization (Michaelis et al., 2009). Michaelis et al. (2009) noted that charismatic leadership and transformational leadership were similar. Transformational leadership was found to be effective for organizational innovation (Michaelis et al., (2009).

When employees identified with the charismatic leader, they were more likely to be less concerned with worry and more likely to concentrate on positive outcomes, leading to higher levels of commitment to change and organizational citizenship behaviors (Michaelis et al., 2009). Michaelis et al. (2009) found that commitment mediated the relationship between charismatic leadership and trust, and trust and innovation implementation behavior. Transformational leadership and affective commitment were found to be positively related (Michaelis et al., 2009). Michaelis et al. (2009) posited that organizations interested in promoting innovation implementation behavior should promote organizational trust and that trust should be integrated into the policies, leadership development, and reward systems. Furthermore, supervisors could be evaluated by their employees regarding supervisor trustworthiness (Michaelis et al., 2009).

Michaelis et al. (2009) found that organizational commitment was a mediator to change and that managers should be trained in charismatic leadership. Herold, Fedor, Caldwell, and Liu (2008) conducted a quantitative study of change, transformational leadership, and organizational commitment to change. Transformational leadership and organizational commitment were significantly and positively related (Herold et al., 2008).

Hartog and Hoogh (2009) in their study of ethical leadership, trust, and commitment noted that trust was crucial for developing cooperative behavior. Organizational commitment was found to bind employees to the organization and to the goals of the organization (Hartog & Hoogh, 2009). Behaviors such as employee involvement in decision making, increasing self-efficacy, and employee support

increased commitment (Hartog & Hough, 2009). Turnover (ITL) was strongly predicted by organizational commitment (Hartog & Hoogh, 2009).

Commitment and human resource practices. Forret and Love (2008) studied employee justice perceptions and coworker relationships. Definitions for the elements of employee justice were discussed earlier in this paper. A strong correlation was found between rewards, policies and procedures, and interpersonal treatment by supervisors related to trust and morale (Forret & Love, 2008). Forret and Love (2008) noted that a lack of trust and poor morale were related to low organizational commitment and high ITL. According to Sulu, Ceylan, and Kaynak (2010), organizational justice was an important predictor of trust, ITL, organizational commitment, and other job attitudes and behaviors. A decrease in organizational commitment may be related to increased ITL (Sulu et al., 2010).

Fiorito et al. (2007) conducted a quantitative study of organizational commitment, human resource practices, and organizational characteristics. Results from numerous studies showed that organizational commitment predicted OCB, job satisfaction, turnover, and performance (Fiorito et al., 2007). Social exchange theory, perceived organizational support (POS), and the psychological contract theory all suggested that commitment was contingent on exchanges (Fiorito et al., 2007). Several human resource practices and organizational characteristics were studied, including internal labor markets, selectivity in hiring, training, grievance procedures, responsibility, autonomy, incentive pay, union pressure, compensation cuts, downsizing, bureaucratic structures, decentralization of decision making, and non-profit status (Fiorito et al., 2007). Each of

these human resources practices will be discussed in the following paragraphs.

Internal labor markets related to a preference for promoting from within, and it was hypothesized that employees would reciprocate with commitment (Fiorito et al., 2007). The study findings did not support this hypothesis (Fiorito et al., 2007). Hiring selectivity was related to the rigor of the hiring process and applied to job match, culture, and the perception of being selected for a position with a company having a rigorous hiring process (Fiorito et al., 2007). Selectivity was not significantly related to commitment (Fiorito et al., 2007). Training referred to formal training, training effectiveness, and the potential for future advancement and higher earnings (Fiorito et al., 2007). Training was not significantly related to commitment (Fiorito et al., 2007).

Grievance resolution was significantly and positively related to organizational commitment in one sample but not in a second sample (Fiorito et al., 2007). Employee benefits were positively related to organizational commitment in one sample and only marginally in the second sample (Fiorito et al., 2007). Responsibility was significantly and positively related to organizational commitment in one sample but only marginally significant in the second sample (Fiorito et al., 2007). Higher commitment in not-for-profit organizations was not supported as being significantly and positively related to organizational commitment (Fiorito et al., 2007).

Autonomy, bureaucratic structure, and decentralization structure were found to be statistically significant and positively related to organizational commitment (Fiorito et al., 2007). None of the other human resource practices were supported as being significantly and positively related to organizational commitment (Fiorito et al., 2007). Fiorito et al.

(2007) concluded that human resource practices and characteristics that provided for employee involvement and expression were the strongest links to organizational commitment.

Malik and Usman (2011) stated that retention was very crucial for successful organizations. Malik, Waheed, and Malik (2010), in their study of organizational commitment and job satisfaction, found that role stressors such as role overload and role conflict were negatively associated with commitment and job satisfaction. Employees who perceived high levels of role overload and role conflict have higher levels of ITL (Malik, Waheed, & Malik, 2010).

In summary, high levels of organizational commitment contribute to OCB and were negatively correlated with ITL. Innovation and autonomy were found to be a result of organizational commitment. Transformational leadership appealed to the needs and aspirations of employees when the leader's vision connected with the employees. When making events meaningful, followers became less self-interested and contributed more freely to the larger organization. High levels of commitment were found to be important for innovation and productivity. Affective commitment was positively correlated with employee trust and negatively correlated with ITL.

Intent to leave

Ooi, Veeri, Yin, and Vellapan (2006) studied ITL from the perspective of total quality management (TQM) practices. According to Ooi et al. (2006), TQM and ITL was the focus of many studies. Ooi et al. (2006) conducted a quantitative study of TQM (in Malaysia) regarding employees' propensity to remain in an organization. The study

found that where organizational trust was dominant in the organizational culture, ITL

levels were significantly low (Ooi et al., 2006). When TQM was implemented in a high

trust environment, the competitive abilities and strategic advances of the organization

offered a good return on investment (Ooi et al., 2006). Organizations found that by

hiring employees that fit the culture, conflict and staffing costs were reduced (Ooi et al.,

2006).

Five elements of TQM were studied and included employee involvement,

organizational trust, organizational communication, customer focus, and empowerment

(Ooi et al., 2006). Organizational trust was found to have the highest correlation among

the five factors studied and was perceived as the dominant TQM practice (Ooi et al.,

2006). Ooi et al. (2006) found that where organizational trust was dominant in the

culture, organizational trust was strongly (negatively) related to ITL. For TQM practices

to be most effective, trust and support was required of management. According to Ooi et

al. (2006), in a high trust environment where communication was open and continuous,

work processes, new ideas, and increased employee participation in decisions reduced

ITL. Organizational trust was found to be the decisive factor for decreasing ITL (Ooi et

al., 2006).

A quantitative study of ITL, organizational commitment, and job satisfaction was

conducted by Yang (2008) which revealed that turnover can create knowledge

depreciation. Knowledge depreciation can occur, for example, when employees leave the

organization without transferring their knowledge or when knowledge was incompletely

transferred (Yang, 2008). Yang (2008) noted that the highest turnover occurs during the

first four weeks of employment. Intention to leave the organization (ITL) was found to be most influenced by organizational commitment than by organizational socialization or job satisfaction (Yang, 2008). Trust perceptions influenced commitment and ITL (O'Neill & Arendt, 2008).

Guidice et al. (2009) studied knowledge worker turnover in relation to innovation. Leveraging existing knowledge, while generating new knowledge, was desirable for organizations and may lead to innovation that was a source of competitive advantage (Guidice, Heames, & Wang, 2009). High turnover of knowledge workers was dysfunctional because of the loss of human and intellectual capital (Guidice et al., 2009). High turnover limited organizational learning (Guidice et al., 2009). To support innovation, knowledge workers must collaborate with others. High turnover rates disrupted social networks, and thus interfered with innovative efforts (Guidice, et al., 2009). High turnover rates precluded the opportunity of frequent communications to exchange knowledge and provide timely recommendations (Guidice et al., 2009). The remaining knowledge workers exerted more time and energy to develop new networks (Guidice, et al., 2009).

Bergiel, Nguyen, Clenney, and Taylor (2009) studied job embeddedness and ITL. According to Bergiel et al. (2009), job embeddedness represented a web of factors that influenced ITL, whereby the employee becomes stuck. Job embeddedness linked employees to peers, teams, organization, perceived job fit, community, and perceived sacrifices associated with changing jobs (Bergiel et al., 2009). Bergiel et al. (2009) found that employee fit with the organization, training, and growth opportunity were both

significant and negatively correlated with ITL. This supported the findings noted earlier

in this paper. Job embeddedness was negatively related to ITL (Bergiel et al., 2009).

According to Paillé, Bourdeau, and Galois (2010), trust explained the process of

social exchange, and social exchange resulted in a decrease in ITL and an increase in

OCB. Chan, Taylor, and Markham (2008) used SEM to study social exchange theory

and trust. Extra role behavior (OCB) was foundational to increasing innovation (Chan et

al., 2008; Dovey, 2009). Empowered employees, within the context of social exchange

theory, chose reciprocity with the organization (Chan et al., 2008). When management

acted out of concern for the employees well-being, employees perceived the supervisor's

behavior as confidence in their (the employee) competence. The employee reciprocated

in kind (Chan et al., 2008). Such reciprocity enhanced the employee's self-efficacy

(Chan et al., 2008). Participating with management in decision making and problem

solving increased trust (Chan, Taylor, & Markham, 2008). Without a high level of trust,

the employee may not want to exercise OCB (Chan et al., 2008; Dovey, 2009).

Organizational trust increased the perception of psychological safety, allowing employees

to focus on the job, and stimulated employee performance and creativity (Dovey, 2009;

Madjar & Ortiz-Walters, 2009). Organizational trust enhanced social exchange and

OCB, and resulted in decreased ITL.

Chan et al. (2008) noted that organizational structure played a role with social

exchange and reciprocity because of organizational trust. Mechanistic structures were

known to be rigid, hierarchical, and restricted resource allocation, while organic

structures were flatter with decentralized decision making, providing more discretion by

management and employees (Chan et al., 2008). Chan et al. (2008) hypothesized that the organic structure would support trust and empowerment by reducing organizational control systems. However, analysis using SEM resulted in no significant relationship between organizational structure and empowerment (Chan et al., 2008). Organic structure can lead to uncertainty because of ambiguity with goal clarity and lines of responsibility (Chan et al., 2008). Trust was related to how much employees perceive that they are empowered (Chan et al., 2008).

The results of the study affirmed that empowered employees were motivated to reciprocate with extra role behavior (OCB), which was aligned with social exchange theory (Chan et al., 2008). Empowerment was dependent on the antecedent of a culture of trust (Chan et al., 2008). As noted earlier in this paper, trust explained the process of social exchange, and social exchange resulted in a decrease in ITL and an increase in OCB (Paillé, Bourdeau, & Galois, 2010).

Pettijohn, Pettijohn, and Taylor (2008) evaluated salesperson's perceptions of ethical behaviors, job satisfaction, and ITL. Pettijohn et al. (2008) found that there was a significant and negative correlation between a salesperson's perceptions of general business ethics and the salesperson's turnover intentions (ITL). Similarly, Pettijohn et al. (2008) found that there was a significant and negative correlation between a salesperson's perceptions of the employer's ethics and ITL. Maintaining a good ethical climate resulted in cost efficiencies for the organization by allocating fewer resources to legal fees and dissatisfied customers, while increasing job satisfaction and reducing the employee's ITL (Pettijohn et al., 2008).

Cho et al. (2009) completed a study of ITL using SEM. The study compared variables related to ITL and intent to stay. Cho et al. (2009) argued that variables that decrease ITL may not increase intent to stay. For example, Herzberg (as cited by Cho et al., 2009) found that two sets of factors influence job satisfaction. One set of factors was motivational and the other set has no effect on job satisfaction, but may increase job dissatisfaction (hygiene) when the factors were absent (Cho et al., 2009).

Perceived organizational support (POS), perceived supervisor support (PSS), and ITL was the focus of the study (Cho et al., 2009). Intention-to-leave (ITL) was defined earlier in this paper. Social exchange was noted as a theoretical approach to understanding management and employee relationships and was defined as cooperation for mutual benefit (Cho et al., 2009). In other words, social exchange was based upon reciprocity. Perceived supervisor support was related to the degree that supervisors value employees' contributions and show concern for the employee's well-being (Cho et al., 2009). Perceived organizational support was related to an employee's perception of beneficial actions from supervisors that created an obligation on the part of employees (Cho et al., 2009). Obligations felt by employees resulted in higher levels of commitment and reduced ITL (Cho et al., 2009).

Developing employee beliefs that the organization was concerned about their (employees) well-being was crucial to increasing organizational commitment (Cho et al., 2009). Organizations must invest in employees (i.e., through training and development opportunities, recognition of their contributions, fairness of rewards, and inclusion in job decisions (Cho et al., 2009). To increase the likelihood of reciprocity, employees must

believe that the organization genuinely listened and acted on their ideas and suggestions (Cho et al., 2009).

Cho et al. (2009) suggested that human resource practices be developed to display the organization's commitment to their employees and thus establish a more positive relationship. Perceived organizational support (POS) was found to have the strongest link to increasing organizational commitment (Cho et al., 2009). Cho et al. (2009) found that POS was twice as strong for intention to stay as it was on ITL. Perceived organizational support was the only variable to significantly increase intent to stay and to decrease ITL (Cho et al., 2009).

In summary, trust has been defined as a process of social exchange and influences ITL. Trust perceptions significantly influenced organizational commitment and ITL. High levels of ITL significantly lowered the organization's human capital and hindered innovation. Job embeddedness, concern for the well-being of the employee, and organizational commitment were negatively related to ITL.

The Importance of This Problem

As the economy began to improve in 2010, voluntary turnover increased nearly 28% from the previous year (Bureau of Labor Statistics, 2011). Annual voluntary turnover in the financial and insurance industries in 2009 was 8.7% (Bureau of Labor Statistics, 2011). Annual voluntary turnover increased to 11.1% in 2010 (Bureau of Labor Statistics, 2011). The year prior to the recession that began in 2008, voluntary turnover in the finance and insurance industries was 22.9%, excluding retirements (Bureau of Labor Statistics, 2011). McLaughlin, Adamson, Lincoln, Pallant, and Cooper

(2010) found that 31% of Australian speech pathologists intended to leave their jobs.

High performers were found to likely be among the first employees to leave (Whittington & Galpin, 2010). Hinkin and Tracey (2000) found that employees gained skills for positions relatively quickly but mastery took much longer. To assess the evidence that a problem exists, it was important to understand the basis of trust, commitment, and intent to leave and how they interact. Because five dimensions of trust were measured (29 out of 40 survey questions), the next section will relate to this important construct.

According to Shockley-Zalabak et al. (2010), distrust can be very costly. In distrusting relationships, interdependence was low and meaningful collaboration was unlikely (Shockley-Zalabak et al., 2010). Distrust also contributed to a *we versus them* mentality where the employee's desire for meeting productivity goals was low (Shockley-Zalabak et al., 2010). According to Shockley-Zalabak (2010), distrust also bred, among other things, fear, conflict, and hidden agendas. Fear was posited to be the absence of trust (Shockley-Zalabak et al., 2010). In an environment of distrust, employees did devote their attention to organizational goals, but rather to activities focused on self-protection (Chughtai & Buckley, 2009).

Leaders sometimes made false assumptions regarding trust. Trust was complex and depended upon the perception of followers. One myth was that if the leader thinks he or she was trustworthy, others will reciprocate with their trust of the leader (Shockley-Zalabak et al., 2010). Trust was not necessarily found to be reciprocal (Schoorman, Mayer, & Davis, 2007; Shockley-Zalabak et al., 2010). Trust was about relationships

(Schoorman et al., 2010). Behaviors were interpreted differently by different people and this was referred to as the *trust gap* (Shockley-Zalabak et al., 2010). Defining and testing the dimensions of trust in relation to commitment and ITL was only prudent.

Reciprocity demands further discussion. Shore, Bommer, Rao, and Seo (2009) conducted a study of social and economic exchange and reciprocation wariness. Reciprocation wariness was defined as cautiousness in reciprocating because of a fear of exploitation (Shore et al., 2009). Reciprocation wariness was found to moderate social exchange with commitment, ITL, and organizational trust, while reciprocation wariness moderated economic exchange with ITL. Shore et al. (2009) found that reciprocation was more positive for individuals who were low in wariness. Employees high in reciprocation wariness may limit their career opportunities by being viewed as lacking responsiveness or concern for others (Shore et al., 2009). When the organization seeks support from highly wary employees, supervisors may offer a negotiated exchange or joint decision making arrangement to assure or encourage the employee to increase their commitments (Shore et al., 2009). Low-wary employees responded well in terms of organizational commitment, ITL, and organizational trust in the organization (Shore et al., 2009). The intent of this study was to examine the relationships of trust, affective organizational commitment, and intent to leave.

Many organizations today are global and may conduct business on a virtual basis, never meeting face-to-face. According to Schoorman, Mayer, and Davis (2007), Hofstede made contributions in the area of cultural dimensions of countries. Competitive and performance-oriented cultures placed more emphasis on ability, whereas more

collaborative cultures placed more emphasis on benevolence (Schoorman et al., 2007).

Shockley-Zalabak et al. (2010) observed that trust-building required different behaviors

depending upon the country's culture. Behaviors must be understood in the context of

culture.

Low trust required control, duplication, and increased bureaucracy (Shockley-

Zalabak et al., 2010). Low trust organizations were often political, low in engagement,

and experienced high rates of turnover (Shockley-Zalabak et al., 2010). Low levels of

trust resulted in a reduction of management's effectiveness by directing their focus to

employees' attention to task. Reduced task-focus had the adverse effect of decreasing

employee value to the organization, especially extra-role behavior (Mayer & Gavin,

2005). High trust organizations have experienced higher growth, innovation,

collaboration, and better execution (Shockley-Zalabak et al., 2010). Semercioz, Hassan,

and Aldemir (2011) found that organizational trust was important for product and process

innovation. High trust promotes effective delegation, adaptable organizational structures

(destructure), autonomy, and extra-role behavior (Shockley-Zalabak et al., 2010). In

many organizations with low levels of trust, silence was safer with diminished

motivation, creativity, and innovation (Shockley-Zalabak et al., 2010).

Organizational commitment was also found to be a predictor of organizational

behavior, including turnover and job satisfaction (Natarajan & Nagar, 2011). Pepe

(2010) studied extrinsic motivational dissatisfiers on job satisfaction, commitment, and

ITL. According to Pepe (2010), job satisfaction was an antecedent of commitment. Job

satisfaction was also found to relate negatively to ITL. Pepe (2010) found that there was

a significant negative relationship between job satisfaction and ITL. Pepe (2010) also found that there was a significant negative relationship between organizational commitment and ITL.

Because of global competition, virtual work environments, and the rapid pace of change, it is imperative for employers to retain highly committed employees. The cost of human capital is too high to lose talented employees. Leaders must create a culture of high trust to develop and retain a committed work force. Focus on increasing levels of job satisfaction, trust, and commitment are necessary for organizations to solve the problem of turnover.

Justification of the Hypotheses

The following three subsections address each of the relationships represented in the model (Figure 1). The literature review is extended in this section to demonstrate the logical and well supported justification for the posited relationships. The alternate hypotheses were believed to be true and were tested in section 3 using structural equation modeling.

Organizational Trust and Intent to Leave the Organization

Motivating factors such as organizational trust encouraged employees to stay in the organization (Hubbell & Chory-Assad, 2005). The employment relationship must be managed so that talented employees are selected, retained, and highly productive (Atkinson, 2007). The psychological contract implied a reciprocal relationship between the organization and the employee (Atkinson, 2007; Chan et al., 2008; Fiorito et al., 2007). Organizational citizenship behavior was one of the desired characteristics for high

employee performance (Atkinson, 2007; Chan et al., 2008; Sharkie, 2009). The nature of trust was critical within the psychological contract as trust was present in all psychological contracts (Atkinson, 2007). Organizational trust affected organizational performance and turnover. Consequently, it was believed that organizational trust and turnover were negatively correlated. That is, as organizational trust increased, ITL decreased, and vice versa. This led to the first hypothesis ($H1_a$) that the beta coefficient relating trust and intent to leave in the SEM displayed in Figure 1 was less than ($\beta_1 < 0$, $p < .05$).

Affective Commitment and Intent to Leave the Organization

According to Meyer and Allen (1997), employees who exhibited affective commitment by being involved in the organization were emotionally attached and identified with the values of the organization. Employees with high affective organizational commitment stay with the organization because they choose to do so (Meyer & Allen, 1997). Results from several studies have shown negative correlations between organizational commitment and actual turnover (Meyer & Allen, 1997). Weak affective organizational commitment has led to weak work engagement or even disengagement (Lin, 2010). Meyer and Allen (1997) noted that of the three types of commitment (affective, continuance, and normative), affective organizational commitment was the strongest predictor of actual turnover. This conclusion was directly related to the research problem regarding ITL.

Affective organizational commitment was a primary variable affecting organizational performance and turnover (Fiorito et al., 2007). Affective organizational

commitment was positively correlated with attendance and negatively correlated with voluntary absence (Meyer & Allen, 1997). Meyer and Allen (1997) noted that studies suggested that employees with strong affective organizational commitment perform at higher levels.

Affective organizational commitment in many studies has been positively related to organizational citizenship behaviors (OCB) or extra-role behaviors (Meyer & Allen, 1997). These behaviors may be critical to organizational success (Meyer & Allen, 1997). Studies have also identified significant correlations between affective organizational commitment and employee well-being, both on the job and away from the workplace (Meyer & Allen, 1997). Affective organizational commitment and ITL were believed to be negatively correlated. As organizational commitment increased, ITL decreased, and vice versa. This led to the second hypothesis ($H2_a$) that the beta coefficient relating affective organizational commitment and ITL in the SEM displayed in Figure 1 was less than zero. ($\beta_2 < 0, p < .05$).

Organizational Trust and Affective Organizational Commitment

Many people confuse compliant behavior with organizational commitment (Caldwell et al., 2010; Verhezen, 2010). Caldwell and Hansen (2010) noted that organizational commitment was the employee's extra-role behavior and the basic source of competitive advantage. Trust was necessary to obtain extra-role behavior (Caldwell et al., 2010). Extra-role behavior was noted as important for the future of organizations; however, extra-role behavior was discretionary and could be more easily obtained in a high trust environment (Sharkie, 2009). Management must continue to develop

trustworthy behaviors to gain organizational commitment from employees (Grant & Sumanth, 2009; Sharkie, 2009). Overcoming a compliance-oriented organizational culture to become a culture based upon trust could enhance creativity, employee involvement, and organizational value (Verhezen, 2010).

The highest level of organizational commitment reflects trust in the leadership and has been referred to as organizational citizenship behavior (Caldwell et al., 2010). Hosmer (as cited by Caldwell et al., 2010) referred to the ethical framework of trust and related it to the social contract between the employee and the organization. Trust was defined as an emotional state shared between committed employees and leadership (Meyfield & Meyfield, 2002). Personal commitment was related to the individual's perception of the other person being trustworthy (Caldwell et al., 2010).

Commitment to the organization, virtuous intentions, and service above self-interest were primary behaviors that elicited trust (Caldwell et al., 2010). This point was true for other organizational stakeholders in society (Caldwell et al., 2010). Ethical stewardship and virtuous ethical choices have added lasting value to society (Caldwell et al., 2010). One aspect of organizational ethics was related to the employee's perceived trustworthiness of management (Grant & Sumanth, 2009; Sharkie, 2009). Managing and measuring ethics in an organization must be continual. In other words, organizational commitment and affective organizational commitment were positively correlated, meaning that as organizational trust increased, affective organizational commitment also increased, and vice versa. This led to the third hypothesis ($H3_a$) that the correlation coefficient relating organizational trust and affective organizational commitment in the

SEM displayed in Figure 1 was greater than zero. ($\beta_3 > 0$, $p < .05$).

Transition and Summary

Turnover was expensive and a gaped exists in organizations regarding an understanding of the relationships of trust, affective organizational commitment, and intent to leave. It was believed that there was a significant relationship between each of the three variables. Other concepts such as psychological contract, empowerment, communications, ethics, and organizational performance were discussed via the literature review. Organizational trust was a major portion of the study, representing over 72% of the survey questions. The purpose of the study was to examine the relationship between trust, affective organizational commitment, and intent to leave. It was anticipated that the research results would empirically show a significant relationship between organizational trust, affective organizational commitment, and ITL.

Section 1 focused on the foundation of the study, background of the problem, the general and specific business problems and the research question. The nature of the study, hypotheses, theoretical framework, and significance of the study was presented and discussed. Implications for social change and a comprehensive literature review was presented and discussed. Section 2 will focus on the actual research project. The purpose of the study, role of the researcher, participants, research method and research design, population and sampling methods will be discussed. Ethical research, data collection methods, instruments, data analysis technique, reliability, and validity will be discussed.

Section 3 covers the practical application to professional practice, implications for

change, and provides a detailed presentation of findings. In addition, section 3 describes

the applications to professional practice and implications for social change.

Recommendations for action and for further study will also be offered. Section 3

provides a reflection on the researcher's experience with the research process, including

possible personal biases, preconceived ideas and values, possible effects of the researcher

on the participants or the situation, and the researcher's changes in thinking as a result of

the study. The paper will conclude with a summary and the researcher's final thoughts

on the study.

Section 2: The Project

The nature of the research project and how the research question was answered is described in this section. The research question was: What would be an effective model for organizational leaders to predict turnover soon enough so that action can be taken to retain important and key talent? To answer this question, the research project was defined in terms of the sampling method, definition of the population and sample, data collection techniques, research instruments, reliability, and validity. Finally, the purpose of the project, role of the researcher, access to participants, and ethical safeguards were reviewed.

Purpose Statement

The purpose of this correlational study was to examine the relationship between ITL, an early predictor of employee turnover, organizational trust, and affective organizational commitment. Understanding the relationships between organizational trust, affective organizational commitment, and intent to leave could suggest ways for management in the financial services industry to reduce turnover (Gillespie & Mann, 2004). Such insights could be vital for sustained competitive advantage (Sharkie, 2009). Specifically, I determined the degree to which organizational trust and affective organizational commitment were correlated with and explained the variation of intent to leave.

This study enhanced current knowledge by demonstrating a quantitative relationship between organizational trust, affective organizational commitment, and intent to leave in the financial services industry. In addition, the study may contribute to

positive social change by investigating whether organizational trust and affective organizational commitment supported values of openness, honesty, and concern for employees. Organizations applied strategic human resource approaches when they focused on reducing employee turnover and increasing organizational commitment (Perryer et al., 2010). The results of the study showed that openness, honesty, concern for employees, and affective organizational commitment were important dimensions for employee turnover and supported positive social change in organizations.

Role of the Researcher

In this quantitative study, I gathered and analyzed data by use of inductive methods and searched for factors that predicted the likelihood of and explained the variation in ITL. Data for this study were obtained from an online survey. The survey allowed numerical measurements of qualitative constructs such organizational trust, affective organizational commitment, and intent to leave. Based on literature findings, a model (Figure 1) was proposed that related organizational trust and affective organizational commitment as correlated independent variables (or predictor variables) with ITL, the single dependent variable of interest. The study was related to a theoretical framework (see Figure 1), and data were collected via responses to survey questions to compile statistical data. Covariances among the responses to survey questions represented the observed data and were used to analyze the viability of the proposed relationship displayed by the structural equation model (Figure 1). As a result of this analysis, statistical hypotheses were tested and validated the degree to which the model predicted and explained variation in the dependent variable (ITL).

My role as a researcher was directed to ensure that the method of inquiry, SEM, was both reliable and valid. That is, tests were performed to assure observed and latent variables in the measurement model accurately (validity) and consistently (reliability) measured what they were intended to measure. Personal bias can be an issue affecting the measurement, interpretation, and characterization of the variables and their relationships. Bias was minimized by using well established measures for each observed and latent variable, and the use of fit indices to test the degree to which these variables aligned with the structural model (Figure 1). In this manner, bias was systematically controlled by the use of statistical techniques that achieved the goal of minimizing or eliminating the effects of bias. This level of control also helped me to detect true relationships among variables.

I had no relationship to the target organization; however, I have considerable management experience in the financial industry. While this experience could influence interpretation of study results, the quantitative method and structural equation modeling helped to mitigate these effects.

<center>**Participants**</center>

A letter of invitation to participate in the study was e-mailed to all employees under the signature of the CEO or his/her designate for each company, announcing the study and my name and credentials (see Appendix C). Because of the dispersion of branch offices, I did not meet with company representatives, but volunteered to meet if requested. The letter of invitation to participate in the study instructed employees how to access the online survey for their company and that the survey should take 10 minutes or

fewer.

Employees were informed that they had been invited to participate in a scholarly study that could provide management with useful information for future employee and organizational development. Participants were informed that they could opt out of the study at any point without penalty from management. Similarly, they were informed that they would not receive any special benefit for participating. Participants were also informed that their survey answers would be anonymous, that no individual surveys would be shared with management, and that the survey results would remain in my posession. The letter of invitation noted that the data would be saved for safety and protection for 5 years and those summary findings would be made available to senior management. Consent was part of the letter of invitation from management (Appendix C). After giving consent, the participant accessed the online survey and had the opportunity to participate in the 44-question survey. All employees had the opportunity to participate in the study.

The population of 690 employees consisted of all employees of five financial services companies located in the southeastern United States. All employees were invited to complete the survey. A convenience sample of at least 300 total participants was needed for statistical significance.

Kline (2011) offered a rule of thumb regarding model complexity and sample size. Specifically, when estimating sample size, researchers should use the ratio of cases (N) to the model's free parameters (q). Kline (2011) and Suhr (2008) recommended that the ideal sample size was a ratio of 20:1, where 20 was the sample size (N) and 1 was the

number of free parameters (q). Kline (2011) noted that a less ideal size was 10:1 and would represent a minimal sample size. Estimates from smaller ratios (below 10:1) could be unstable (Kline, 2010, Suhr, 2008). Although a 10:1 ratio was acceptable, SEM is a large sample analytical technique (Kline, 2010; Schreiber et al., 2006; Suhr, 2008). The SEM model for this study contained 15 free parameters. This meant that the ideal sample size for this project was 300 cases with no missing data. Approximately 690 employees were offered the opportunity to complete the survey. A 44% return rate was needed to achieve the ideal sample size.

Research Method and Design

Turnover has been found to be expensive, affected productivity, led to a loss of organizational knowledge, and reduced organizational citizenship behaviors (Mayfield & Mayfield, 2007). The method and design had to be sufficient to provide insight into the central business problem of employee turnover.

Method

The method was quantitative and nonexperimental. Multivariate statistics were employed to answer key research questions. In particular, structural equation modeling, along with confirmatory and exploratory factor analysis, was used to establish the psychometric properties of reliability and validity of instruments to measure organizational trust, intent to leave, and affective organizational commitment. Structural equation modeling was the multivariate statistical analysis technique suitable for testing the relationships illustrated in Figure 1 among observed and latent variables that frequently required multiple measures for adequate definition (Baakile, 2011). SEM was

the ideal analytical technique since it was capable of identifying trends among the observed data for this study, such as covariances among the responses to the questionnaire items. This approach was necessary because the study required the measurement of latent variables that could not be directly measured.

One latent variable, organizational trust, measured by the five dimensions or observed variables for trust, and two observed variables, affective organizational commitment and intent to leave, were included in the structural equation model (Figure 1) underlying this study. Cho et al. (2009) used structural equation modeling in their study of ITL, testing for model fit through a confirmatory factor analysis. Baakile (2011), Mayfield and Mayfield (2008), and Cho et al. (2009) used SEM in their scholarly studies of ITL. The use of quantitative methodology for studies related to organizational trust, affective organizational commitment, exchange theory, organizational citizenship behavior, and ITL was prevalent in the literature (Chan et al., 2008; Mayfield & Mayfield, 2007; Salamon & Robinson, 2008). Chan et al. (2008) used a structural equation model approach in their study of trust and the social exchange process. Mayfield and Mayfield (2007) used the structural equation model approach in their study of leader communication and employee intent to stay. Cho et al. (2009) used the structural equation model approach in their study of intent to leave. Numerous studies have been cited previously in this paper specifically using structural equation modeling as a method of analysis. Quantitative approaches were prevalent when studying organizational trust, affective organizational commitment, and intent to leave.

Research Design

The approach used was a postpositivist worldview using quantitative methodology. A quantitative research methods approach addressed the relationship between organizational trust, affective organizational commitment, and ITL. A postpositivist worldview and quantitative research method was used to examine the relationship between organizational trust, affective organizational commitment, and ITL. A closed-ended question survey method of inquiry was used, with questions measured on a semantic differential 7-point scale.

The design for this study was nonexperimental because there was no control over randomization and there were no treatment or intervention. Qualitative method strategies were not appropriate methodologies to determine if ITL was predicted by organizational trust and affective organizational commitment. Qualitative research strategies such as ethnography, grounded theory, and case studies involve prolonged periods of time and multiple stages of data collection. Longitudinal studies allow for the observation of changes over a long period of time. This study was a cross-section research design because it was only meant to test a model (Figure 1) at a point in time. There was no attempt to test the stability of the model over time. A quantitative research method provided numeric descriptions of a population by studying a sample of the population. Quantitative research methods allowed a degree of generalization, within the convenience sample, to test a hypothesized model. Qualitative research methods were not designed to test hypothesized models.

Structural equation modeling quantitative methodology was used to test and

determine if ITL was predicted by organizational trust and affective organizational commitment. Structural equation modeling was found to be suitable for testing complex models that encompass techniques such as multivariate analysis of variance (Baakile, 2011). Structural equation modeling was also preferred because of the need to measure latent variables that could not be directly measured (Mayfield & Mayfield, 2008). Cho et al. (2009) used SEM in their study of ITL and tested for model fit through a confirmatory factor analysis. Baakile (2011) and Mayfield and Mayfield (2008) also used SEM in their studies of ITL.

Latent variables such as organizational trust are vague constructs that cannot be directly observed but are inferred by computer software, such as Amos, from defined observed variables. Observed variables, such as affective organizational commitment, intent to leave, and the five dimensions of trust, are measureable by an arithmetic function of the items on the survey comprising each observed variable. In the case of this study, each observed variable was measured as the composite average of the items comprising each variable.

<div align="center">**Population and Sampling**</div>

The population of approximately 690 employees consisted of all employees of five financial services companies located in the southeastern United States. All employees had an opportunity to participate and those who participated were the convenience sample for this project. This convenience sample, however, had to be of a sufficient size to ensure the structural equation model, the primary analytical tool, was a viable explanation of ITL.

According to Kline (2011), the sample size for structural equation modeling was estimated as the ratio of cases (*N*) to the number of free parameters (*q*). While the ideal ratio was 20:1, a 10:1 ratio was the minimal sample size (Suhr, 2008). SEM is a large sample analytical technique and sample sizes smaller than 10:1 could be unstable (Kline, 2010).

The structural equation model for this study contained 15 free parameters, indicating that the ideal sample size for this project was 300 cases with no missing data. Because 690 employees were offered the opportunity to participate in the survey, it was reasonable to expect to receive 300 completed surveys, assuming a return rate of 44%.

Fifteen parameters required statistical estimation. The structural model (Figure 1) contained 22 parameters, but 7 path coefficients were fixed to a value of 1.0. Therefore, since none were constrained, 15 were free to vary and required statistical estimation. These included five variances for each of the errors associated with the five dimensions of organizational trust, one variance each for affective organizational commitment and organizational trust, and an additional variance for the disturbance associated with intent to leave. Six path coefficients, two for the paths between organizational trust/affective organizational commitment and intent to leave, four of the five error paths for the dimensions of organizational trust, and the covariance between intent to leave and organizational trust were also allowed to vary.

Ethical Research

Ethical principles for this study were in line with the ethical principles of psychologists and the related code of conduct (American Psychological Association,

2010). The purpose of the study was fully described to eligible participants by means of a letter from the CEO or designate. My identification was noted as was the method of selection of participants. The entire employee population was eligible and participation was voluntary by means of a convenience sample.

There were no benefits or penalties for participating or refusing to participate. Employees had the option to withdraw at any point by not volunteering to participate, not answering the questions, or by simply failing to actually submit the survey. The survey submission and results were anonymous and there was no place on the survey or by any electronic means to collect the participants' names or in any way identify the participants. My contact information was available to the population sample in case of questions or concerns.

The data, which I own and which would be kept safe, confidential, and protected by encryption for 5 years following the study, would be released to the company as part of this study in aggregate form only. A consent form was included in an e-mail to all employees. By accessing the online survey Web site, the participants consented to participate in the survey. The participants had the option of opting out of the study at any time by simply not answering questions and closing the survey.

Data Collection

Three surveys, or portions of surveys, were used to collect data for organizational trust, affective organizational commitment, and intent to leave. These instruments were discussed in this section, along with an explanation of data collection technique, data organization techniques, and the data analytical method (structural equation modeling)

underlying this study. Information relating to the reliability of these instruments will be discussed later in this proposal.

Instruments

Each of the survey instruments consisted of well established and well used scales with good reliability and validity. Survey items were not written for the study but were secured with permission from the authors of each instrument (see Appendix B). This section provides a brief overview of each survey along with general information affecting surveys.

General Information. Semantic differential scales were used as the basis for responding to each survey. Anchors for these responses were worded in the same direction, meaning that none of the items were reverse coded. These anchors were the same for all instruments with a range of 1 (*strongly disagree)* to 7 (*strongly agree)*. The affective organizatinal commitment survey, organizational trust index survey, and intent-to-leave survey have been combined and may be found in Appendix A. The 44 questions on the composite survey were randomized and were made available to participants via an online survey utility (Survey Monkey).

Four of the original affective organizational commitment survey statements were written as reverse scored (reverse worded). The wording was changed so that the four questions were not reverse scored (reverse worded) and were written as the other questions with 1 (*strongly disagree*) to 7 (*strongly agree*), on a 7-point likert scale. According to Woods (2006), careless responders (as few as 10%) to reverse worded items can influence confirmatory factor analysis (CFA) model fit and cause researchers to

reject one-factor models. The study used structural equation modeling and CFA as a primary method for testing hypotheses regarding validity and fit.

The survey also included provisions to collect demographic information such as gender, age, supervisor/non-supervisor status, and company tenure. Age and company tenure were each grouped as classifications from which the respondent made the appropriate selection. Age was grouped in ranges, such as less than 25, 25-34, and 35-44. Company tenure was grouped in ranges such as less than 5, 5-9, 10-14, and 15-19 years. Demographics were analyzed to determine the degree that the independent variables explain observed variation in ITL, according to the various classifications, such as gender, supervisory status, tenure, and age.

The CEO or his/her designate sent e-mail invitations to participate in the study to all employees (see Appendix C). Included in the invitation were instructions for accessing the company survey website, anonymity, the ability to opt out without penalty at any time, and other required consent information. Each participant was required to acknowledge reading the instructions and give consent prior to participating in the study. Descriptive statistics, charts, and other analyses from the study were created and made available in section 3 of this paper.

Affective Organizational Commitment. The Meyer and Allen (1997) affective organizational commitment scale was used to measure affective organizational commitment. This eight item scale was derived from a larger survey to measure three distinct types of organizational commitment including continuance, normative, and affective organizational commitment. Since these three scales were psychometrically

distinct (each measures a separate and uncorrelated type of organizational commitment),

the scales can be separated to measure each type of commitment, independent of the

other commitment types (Meyer & Allen, 1997). The eight item affective organizational

commitment scale measured the degree to which respondents strongly possess a desire to

remain with and identify with the financial organization. Ng and Feldman (2011) found

that over half (52%) of the affective organizational commitment studies conducted used

Meyer and Allen scales.

Four of the original affective organizational commitment survey statements were

written as reverse scored (reverse worded). The four questions were as follows: *I think I*

could easily become as attached to another organization as I am to this one, I do not feel

like 'part of the family' at my organization, I do not feel 'emotionally attached' to this

organization, and *I do not feel a strong sense of belonging to my organization.* For this

study, the wording was changed so that the four statements were not reverse scored

(reverse worded) and were written as the other 36 statements with 1 (*strongly disagree*)

to 7 (*strongly agree*), on a 7 point Likert scale. The statements were revised as follows: *I*

do not think I could easily become as attached to another organization as I am to this

one, I feel like 'part of the family' at my organization, I feel 'emotionally attached' to this

organization, and *I feel a strong sense of belonging to my organization.* According to

Woods (2006), careless responders (as few as 10% or 4 survey questions) to reverse

worded items could influence confirmatory factor analysis (CFA) model fit and cause

researchers to reject one-factor models. Therefore, it was appropriate to reword four

questions to avoid the issue with careless responders. The study used a structural

equation model and CFA was a primary method for testing hypotheses regarding validity and fit.

Organizational Trust Index (OTI). Organizational trust was measured by the OTI (Shockley-Zalabak et al., 2010). The 29 item OTI asserted that organizational trust was expressed as five uncorrelated dimensions (i.e., competence, openness and honesty, concern for employees and other stakeholders, reliability, and identification).

Intent to Leave (ITL). Intent to leave was measured by using the Lichtenstein 3-question survey (Litchtenstein, Alexander, McCarthy, & Wells, 2004; Paillé, Bourdeau, & Galois, 2010). The three questions comprising this study measured a single dimension reflecting the respondent's propensity to leave the organization.

Hypotheses

Four hypotheses were needed to answer the research question. These hypotheses were illustrated in Figure 1. This figure related latent variables (organizational trust, affective organizational commitment, and intent to leave) as circles and observed variables as rectangles or squares. Organizational trust and affective organizational commitment were independent variables and intent to leave was the dependent variable. The latent variable, organizational trust, was measured in terms of five dimensions (observed variables). Each of the five dimensions of trust was correlated with the composite score for ITL (hypothesis 1). The composite score for affective organizational commitment (observed variable) was correlated with the composite score for ITL (hypothesis 2). The latent variable, organizational trust, was measured by the five dimensions and correlated with the composite score for affective organizational

commitment (hypothesis 3). The essence of the study was the examination of affective

organizational commitment with ITL and the examination of the five dimensions of

organizational trust with ITL. The degree of relationship between organizational trust

and affective organizational commitment was also examined. Data fit was examined to

determine whether the model predicted ITL (hypothesis 4). The independent variables,

organizational trust and affective organizational commitment, were hypothesized to be

related to ITL (dependent variable) by negative beta coefficients. The relationship

between organizational trust, affective organizational commitment, and intent to leave

(Figure 1) formed the structural model for evaluation in this study. Hypotheses to test

and support these hypotheses are defined below.

$H1_0$: There was no significant relationship between organizational trust and ITL.

That is, the beta coefficient relating organizational trust and ITL in the SEM displayed in

Figure 1 was positive or equal to zero ($\beta_1 \geq 0, p < .05$).

$H1_a$: There was a significant relationship between organizational trust and ITL.

That is, the beta coefficient relating organizational trust and ITL in the SEM displayed in

Figure 1 was less than zero ($\beta_1 < 0, p < .05$).

$H2_0$: There was no significant relationship between organizational commitment

and ITL. That is, the beta coefficient relating affective organizational commitment and

ITL in the SEM displayed in Figure 1 was positive or equal to zero ($\beta_2 \geq 0, p < .05$).

$H2_a$: There was a significant relationship between organizational commitment and

ITL. That is, the beta coefficient relating affective organizational commitment and ITL

in the SEM displayed in Figure 1 was less than zero ($\beta_2 < 0, p < .05$).

$H3_0$: There was no significant relationship between organizational trust and ITL. That is, the correlation coefficient relating organizational trust and affective organizational commitment in the SEM displayed in Figure 1 was less than zero ($r \leq 0$, $p < .05$).

$H3_a$: There was a significant relationship between organizational commitment and ITL. That is, the correlation coefficient relating organizational trust and affective organizational commitment in the SEM displayed in Figure 1 was greater than zero ($r > 0$, $p < .05$).

$H4_0$: Organizational trust and organizational commitment were not significant predictors of ITL. That is, the proposed model in Figure 1 does not fit the data (NNFI < .95, χ^2, $p < .05$, NFI < .95, GFI < .95, CFI < 0.95, RMSEA > 0.06, and SRMR > 0.05).

$H4_a$: Organizational trust and organizational commitment were significant predictors of ITL. That is, the proposed model in Figure 1 does fit the data (NNFI > .95, χ^2, $p > .05$, NFI > .95, GFI > .95, CFI > 0.95, RMSEA < 0.06, and SRMR < 0.05).

Data Collection Technique

The CEO or his/her designate sent an e-mail to all employees explaining the purpose of the academic study, researcher contact information, participant anonymity, and the ability to opt out of the survey without penalty or to participate in the study without benefit (see Appendix C). A link to the survey webpage for the company was provided (see Appendix C). No face-to-face meetings with company officials were held; however, the researcher volunteered to meet if requested. The survey was administered online through a third party, Survey Monkey (Survey Monkey, n.d.). The time period to

participate in the survey spanned a period of 3 weeks. The cost of the survey was paid by the researcher. Only four questions, which were reverse scored, have been changed so that all questions were scored in the same direction. Validity and reliability were examined and found to be strong, therefore, not an issue. Details will be examined later in this section. The survey questions are found in Appendix A.

Data Organization Techniques

Data was collected and summarized by the third party survey administration service, namely Survey Monkey (Survey Monkey, n.d.). Careful notes and logs were kept beginning with the initial contact with the organizations. Meetings were not requested and other means of correspondence were logged. Issues were highlighted with planned dates for resolution. A pocket journal, along with notes from an electronic personal device was used to take notes and record ideas. Electronic folders, files, and physical notebooks were set up and maintained for easy access. Literature review software was used for reference and bibliography information. Data will be retained for 5 years for safety and the possibility of future questions. Electronic data has been encrypted and stored. Incidental data will be disposed of by physically shredding the information or by use of appropriate software for erasure. Individual data will remain anonymous to the company and to the researcher. The survey data were collected and aggregated by the third party software company (Survey Monkey, n.d.).

Data Analysis Technique

The data analysis logically and sequentially addressed all hypotheses. Software used for all structural equation modeling was Minitab, IBM SPSS Amos Grad Pack 20.0

and SPSS 19.0. An alpha level of .05 was used for all inferential analyses. The data analysis was presented with appropriate tables, charts, and explanatory information. Readers are able to judge the rigor of the study and reach their own conclusions, because p-values for key statistics have been presented. Hypothesis testing was clearly reported as to whether each null hypothesis was rejected or failed to be rejected and if any statistical errors occurred. Survey questions can be found in Appendix A.

Initially, preliminary and descriptive statistical analyses were performed. This included descriptive statistics (frequencies and percentages) for the demographic and background characteristics of supervisor status (i.e., whether or not the participant has two or more employees reporting to him or her), gender, tenure with the organization (grouped number of years with the current employer), and age group. Descriptive statistics were also be computed for the survey items corresponding to the affective organizational commitment, organizational trust, and intent to leave scales to ensure complete data and within-range values.

Prior to the use of SEM, preliminary analyses were conducted on the affective organizational commitment, organizational trust, and intent to leave scales. For these analyses, simple means of the responses for each of the scales used to measure these variables were used to define the three scores as composite averages. Descriptive statistics such as the standard deviation and variance were also presented for these three scores. Analyses were conducted to determine the internal consistency (Cronbach's alpha) reliability of the three scales. Pearson correlation coefficients among the three scales and applicable subscales or dimensions were computed. Analysis of variance

(ANOVA) was conducted to determine if the variance in ITL could also be explained in terms of demographic variables such as age group, supervisor status, gender, or length of company service. Intent to leave served as the dependent variable while demographic variables were used as the grouping or classification variables. All statistically significant differences in ITL scores based on age group, supervisor status, gender, or length of company service were included as control variables in the structural equation modeling analyses. Relationships from demographic variable analyses were commented on in the concluding remarks and remarks for future research.

The next set of analyses was performed using SEM. These analyses were conducted in three stages including preliminary data analyses to determine conformance with the assumptions underlying SEM and the evaluation of the actual measurement model and structural model to determine the degree to which they fit the proposed theoretical model (Figure 1). In the preliminary analysis phase, testing was performed to assure that assumptions underlying multivariate statistical analysis (normality, linearity, constant variance, outliers, and missing values) were met (Meehan & Stuart, 2007). SPSS Amos program provided tests of both univariate and multivariate normality while Minitab was used to establish whether variance was constant. Although maximum likelihood estimtion procedures were robost to moderate violations of normality (Meehan & Stuart, 2007), several solutions were attempted in this study because substantial nonnormality was found. These include the use of robust estimation methods (Fan & Hancock, 2012) and data transformation including mathematic transformations and the deletion of outliers (Meehan & Stuart, 2007).

In the measurement model, the relationships among the constructs, organizational trust and affective organizational commitment, were covariances (i.e., two-headed arrows indicating bidirectional effects) resuting in a confirmatory factor model. In this model, the path coefficients and variances were estimated and the validity of the model was assessed. The division of the survey items into the three constructs were tested through the fit of the confirmatory factor model and through Harman's one-factor test used to assess the potential problem of common method variance (Kline, 2011). If the method of data collection (i.e., survey item responses) contributed to the correlations among the latent variables, Harman's one-factor test indicated that one large method factor existed, and this was included in the measurment and structural models (Kline, 2011). Common method variance was found to be a potential issue and was discussed in section 1 under limitations.

In the measurement model and structural model phases several fit indices were used to estimate the quality of fit of the data to the models. These include the non-normed fit index (NNFI), χ^2 (chi-square), the normed fit index (NFI), goodness of fit index (GFI), comparative fit index (CFI), root mean square of approximation (RMSEA), and standardized root mean square residual (SRMR). These fit indices demonstrated adequate fit if they meet the following threshholds: NNFI greater than .95 (Meehan & Stuart, 2007); χ^2 not statistically significant ($p > .05$; Kline, 2011); NFI greater than .95 (Schreiber, 2008); GFI greater than .95 (Schreiber, 2008); CFI greater than 0.95 (Kline, 2011); RMSEA less than 0.06 (Kline, 2011); and SRMR less than 0.05 (Kline, 2011). However, where more than one measurement of fit was found to be acceptable, other

indices were presented to substantiate model fit.

In the structural model, the statistical signfiicance of the path coefficients (standardized regression coefficients, i.e., beta coefficients) among the latent factor, organizatinoal trust and the observed variables, affective organizational commitment and intent to leave, were used to test the first two null hypotheses of this study. The first null hypothesis ($H1_0$) was tested by the statistical significance of the beta coefficient relating organizational trust to ITL. The second null hypothesis ($H2_0$) was tested by the statistical significance of the beta coefficient relating affective organizational commitment to ITL. The third null hypothesis ($H3_0$) was tested by the statistical significance of the correlation coefficient between organizational trust and affective organizational commitment because no directionality was specified for this effect. The fourth and final null hypothesis of this study ($H4_0$) was tested through an assessment of the overall model fit using the NNFI, χ^2, NFI, GFI, CFI, RMSEA, and SRMR as indicated above.

Reliability and Validity

Three surveys were used to collect data for the latent variables under consideration (affective organizational commitment, organizational trust, and intent to leave). In order to adequately measure these variables, associated survey instruments must have sufficient reliability and validity. This was assured through the selection of instruments demonstrating a solid track record of acceptable reliability and validity. In addition, reliability (Cronbach's alpha) and validity (confirmatory factor analysis) was computed for this study to assure data were repeatable and whether the latent variables measured what they intended to measure.

Reliability

According to Trochim (2006), reliability referred to the measurement of the instrument and the consistency of measurement if repeated. Trochim (2006) noted that reliability was not measured but estimated. Two ways that reliability was estimated were test/retest and internal consistency. Test/retest simply means that giving the test a second time to the same group under the same conditions should yield the same scores. Test/retest for the population was not possible because the survey was given only one time.

Internal consistency can be estimated by Cronbach's alpha (coefficient alpha). Cronbach's alpha was a type of reliability coefficient that represented the measurement of internal consistency reliability (Kline, 2011). According to Kline (2010), Cronbach's alpha measured internal consistency items within a group of items. Low internal consistency may mean that the total score was not the best unit of measurement. As the number of items increases, internal consistency reliability increased (Kline, 2011). Increasing the average (mean) inter-item correlation scores also increased internal consistency reliability (Kline, 2011).

Green and Salkind (2008) noted that the coefficient alpha required items to be equivalent and the coefficient alpha measures the internal consistency of the items. The assessment measures consistency among the items. All items should measure the same dimensions. A higher coefficient alpha indicates a greater level of consistency. If all items are perfectly equivalent, the only measurement error was the unreliable error of responding (Green & Salkind, 2008).

Reliability of the study focused on company activities, events, and changes in human resource practices to determine if factors could be present to affect repeatability of survey responses (internal consistency). For example, a recent lay-off could affect the level of trust in the organization. Significant and unusually high bonuses or 401(k) contributions could affect internal validity. The timing of any of these actions could abnormally affect the survey results.

Psychometric properties of the organizational commitment instrument. Internal consistency of the three scales of organizational commitment was estimated by using coefficient alpha (Meyer & Allen, 1997). Median reliability for the affective organizational commitment scale was 0.85 (Allen & Meyer, 1996; Meyer & Allen, 1997). Temporal stability was found to have a test-retest reliability coefficient of 0.94 for the affective organizational commitment scale when administered 7 weeks apart for employees with an average tenure of 5 years (Meyer & Allen, 1997). Several studies were cited by Meyer and Allen (1997) and found that affective, continuance, and normative organizational commitment were reliable constructs. These statistics, tests, and track record of repeatability confirmed the affective organizational commitment scale as a reliable measure. Because conditions for the survey differed from those originally conducted by Meyer and Allen, a Cronbach's alpha coefficient was computed to determine if the scale was reliable for this study.

Psychometric properties of the organizational trust instrument. According to Shockley-Zalabak et al. (2010), the OTI has been demonstrated to be a stable instrument. The OTI has been validated across different cultures, countries, and business sectors by

surveying over 4,000 employees around the world. Cronbach's alpha was 0.94. Because

conditions for the survey differed from those originally conducted by Shockley-Zalabak

et al. (2010), a Cronbach's alpha coefficient was computed to determine if the scale was

reliable for this study.

Psychometric properties of the ITL instrument. The ITL survey consisted of

three questions and was measured using the Lichtenstein, Alexander, McCarthy, and

Wells (2004) scale. Internal consistency can be estimated by Cronbach's alpha

(coefficient alpha). Lichtenstein et al. (2004) noted that all three items (questions) were

scaled on a 7-point continuum and the Cronbach alpha for the measure was 0.83. Paillé,

Bourdeau, and Galois (2010) confirmed that the Cronbach's alpha for the measure was

0.83. Because conditions for the survey differed from those originally conducted by

Lichtenstein et al. (1997) and Paillé et al. (2010), a Cronbach's alpha coefficient was

computed to determine if the scale was reliable for this study

In summary, the three instruments used for the composite employee survey have

been tested in many environments and found to be reliable. The test/retest method was

not used because the test was given only at one point in time. Cronbach's alpha

coefficient was a reliability measure of internal consistency and was calculated for each

of the constructs. These analyses, computed from the actual data from the survey,

determined whether problems exist with the measurement model.

Validity

According to Trochim (2006), if an instrument was not valid, there was no reason

to use it because it was not measuring what it was intended to measure. Validity was

therefore more important than reliability. Trochim (2006) observed that people sometimes incorrectly refer to a measure, sample, or design as having validity. The objective of validity was to determine whether the survey scale measured what was intended to be measured without other circumstances influencing the observations. Four areas of the research process were of interest: (a) conclusion validity, (b) internal validity, (c) construct validity, and (d) external validity (Trochim, 2006). Conclusion validity related to the relationship that may or may not exist between the variables; internal validity related to the claim of causality; construct validity related to the issue of measuring what was intended to be measured; and external validity referred to the ability to generalize to other groups (Trochim, 2006). For the process to have validity, all four areas must be assessed.

Potential threats to validity were anticipated and addressed. Threats to internal validity include history, maturation, testing, instrumentation, mortality, and regression (Trochim, 2006). The survey was not longitudinal and was given only one time. Causation could not be determined using a correlational study. External validity threats included participants becoming familiar with the outcome measure of the test and remembering responses for a later time, compensatory rivalry, and resentful demoralization. Efforts were made not to lead the participants to answer the survey in any particular manner. Appropriate definitions and measures were provided to reduce threats to construct validity. For this study, the researcher addressed validity through the use of confirmatory factor analysis to confirm whether the scales measure what they were intended to measure.

Validity and the ITL instrument. According to Lichtenstein, Alexander,

McCarthy, and Wells (2004), the structural equation model allowed the evaluation of fit

using chi-square to assess goodness-of-fit, the goodness-of-fit index (GFI) the adjusted

goodness-of-fit (AGFI), and the root mean square error of approximation (RMSEA)

residual. Chi-square was found not to be significant (X^2 = 19.4; 22 df., n = 860; p =

0.621) and suggested that the model fit the data (Lichtenstein et al., 2004). The GFI was

0.995 and the AGFI was 0.990 (Lichtenstein et al., 2004). GFI indexes above 0.9

indicate good fit (Lichtenstein et al., 2004). The RMSEA was 0.000 (Lichtenstein et al.,

2004). Values 0.05 or smaller indicate close fit with the data (Lichtenstein et al., 2004).

Further testing of data from the actual study will be presented in section 3.

Validity and the organizational commitment instrument. Regarding affective

organizational commitment, Ko, Price and Mueller (1997) used the normal fit index

(NFI), the incremental fit index (IFI), and the CFI to evaluate the model's data fit. The

overall results indicated that most correlations were significant and in the predicted

direction, thus supporting construct validity (Ko, Price, & Mueller, 1997). Ko et al.

(1997) concluded that affective organizational commitment has good psychometric

properties regarding reliability and validity. Blau (2009) found that when using

exploratory factor analysis (EFA), affective organizational commitment loaded cleanly.

Affective organizational commitment was one of the dimensional constructs for

commitment (Blau, 2009). Blau (2009) also found through confirmatory factor analysis

(CFA) that the affective organizational commitment items *fit*. CFI was over 0.90 and

RMSEA was less than 0.08.

Validity and the organizational trust instrument. Shockley-Zalabak et al. (2010) found that the OTI performed well for goodness-of-fit. The non-normed fit index (NNFI) was 0.97 (Shockley-Zalabak et al., 2010). The comparative fit index (CFI) was 0.98 (Shockley-Zalabak et al., 2010). The AGFI was 0.91 (Shockley-Zalabak et al., 2010). Although these calculations were good indicators of acceptable validity, further testing of data from the actual study will be presented in section 3.

Psychometric properties from the actual study. Regarding the three instruments, varying degrees of reliability and validity measures were found in the literature. Although it would be preferable to have a complete set of such measures to compare, they simply were not available. This did not present a problem for the study because, after the data were collected, reliability and validity for each instrument were measured and results reported in section 3. Psychometric properties for each instrument were computed using data from the actual survey to assure accurate measurement of each of the dimensions under the actual environmental conditions during the survey. Confirmatory factor analysis (CFA) was used to assess construct validity and Cronbach's alpha was used to assess reliability of each scale and dimension.

Common Method Variance from the actual study. Data were collected at a single point in time using one instrument to combine the three surveys. As mentioned previously in the discussion on reliability, common method variance (CMV) was addressed. Questions were randomized so that participants should have had difficulty determining the objective of the survey. Several statistical methods were used to test for reliability after the survey had been completed by the participants. Two post hoc

statistical tests, Harman's one-factor test and confirmatory factor analysis (CFA), were used to determine if a significant amount of common method variance was present. Common method variance was found to be problematic. Harman's one-factor test was discussed in section 1 in the limitations section. Confirmatory factor analysis was computed and the results can be found in section 3.

Transition and Summary

Section 2 focused on the actual research project. The purpose of the study and researcher role was reviewed. The sampling method, access to participants, and ethical safeguards for participants were discussed. Research method and design; population and population sampling; data collection techniques, instruments, and organization; and reliability and validity were discussed.

Section 3 relates as to the practical application to professional practice and implications for change. An overview of the study and a detailed presentation of findings will be presented. The application to professional practice and implications for social change will be discussed. Recommendations for action and for further study will be offered. A reflection on the researcher's experience with the research process, including possible personal biases, preconceived ideas and values, the possible effects of the researcher on the participants or the situation, and the researcher's changes in thinking as a result of the study will be presented. The paper will conclude with a summary and the researcher's final thoughts on the study.

Section 3: Application to Professional Practice and Implications for Change

This section includes a presentation of findings from the study, beginning with an

overview. Detailed findings are presented along with applications to professional practice. Implications for social change are discussed followed by recommendations for action and further study. A reflection on my experience with the research process is addressed. Possible personal biases, preconceived ideas and values, and my changes in thinking as a result of the study are presented. The paper concludes with a summary and my final thoughts on the study.

Overview of Study

The global environment has become more competitive, and organizations must rely on employees for innovation, initiative, and commitment if they are to have a competitive advantage (Caldwell et al., 2010). Joo and Park (2010) found that intent to leave (turnover intention) was an important factor affecting the organization's financial performance. Voluntary turnover was found to be expensive, inefficient, depleted organizational knowledge, and reduced organizational citizenship behaviors (Mayfield & Mayfield, 2007). Turnover increased significantly as corporations recovered from recessions (BLS, 2011).

Joo (2010) posited that growth in the aggregate economy would come from knowledge workers. This was significant to understand because as knowledge-based economies grow, more employers value being known as the employer of choice, thus creating a competitive advantage in the war for talent (Joo, 2010; Joo & Park, 2010). Aside from the recruiting and training costs associated with the departure of a valued employee, many employees were connected within the organization, and when an employee voluntarily left the organization, there was a greater possibility that others

would follow (Ballinger et al., 2011). The loss of several highly connected employees could significantly impact organizational performance and innovation (Ballinger et al., 2011). Employee turnover, using ITL as a proxy variable, reduced organizational efficiency and citizenship behavior (Paillé, 2009). Because organizational knowledge was stored in the memories of key employees, turnover reduced or eliminated access to this knowledge, slowed organizational learning, and reduced competitive advantage (Pepe, 2010).

The purpose of this quantitative (correlational) study was to examine the relationship between intent to leave, an early predictor of employee turnover, organizational trust, and affective organizational commitment, using structural equation modeling. Intent to leave, the dependent variable, was modeled as a multivariate predictive function explained by two covarying independent variables (affective organizational commitment and organizational trust). If this predictive relationship held true, it increased the understanding of factors underlying turnover and provided information about retention. Such insights provided opportunities for competitive advantage related to the retention of key talent (Sharkie, 2009).

Five financial institutions located in the southeastern United States, consisting of 690 employees, agreed to participate in an online survey. A total of 21 companies were contacted. The hypothetical model relating the independent and dependent variables (Figure 1) required the estimation of 15 parameters, meaning that a minimum of 300 completed surveys, with no missing data, were needed to achieve a 20:1 ratio of surveys to each free parameter (Kline, 2011). The total employee population of 690 employees

from the five companies were invited to participate, but only 61.3% of these employees ($n = 423$) returned usable surveys. This convenience sample was deemed acceptable to yield sufficient statistical power since it exceeded the minimum number of required participants (300).

Hypotheses were developed to examine the relationships between organizational trust, affective organizational commitment, and intent to leave. The central research question was tested by the fourth set of hypotheses and inquired about the degree to which organizational trust and affective organizational commitment predicted ITL. The second research question, related to the first set of hypotheses, examined the degree to which organizational trust affected ITL. The third research question, related to the second set of hypotheses, examined the degree to which affective organizational commitment related to ITL. The fourth and final research question, covered by the third set of hypotheses, examined the correlation of the independent variables, affective organizational commitment and organizational trust. By answering these research questions, the model was tested to determine the relationships between organizational trust, affective organizational commitment, and ITL. The following hypotheses were proposed to answer these questions.

$H1_0$: There was no significant relationship between organizational trust and ITL. That is, the beta coefficient relating organizational trust and ITL in the SEM displayed in Figure 1 was positive or equal to zero ($\beta_1 \geq 0, p < .05$).

$H1_a$: There was a significant relationship between organizational trust and ITL. That is, the beta coefficient relating organizational trust and ITL in the SEM displayed in

Figure 1 was less than zero ($\beta_1 < 0$, $p < .05$).

$H2_0$: There was no significant relationship between organizational commitment and ITL. That is, the beta coefficient relating affective organizational commitment and ITL in the SEM displayed in Figure 1 was positive or equal to zero ($\beta_2 \geq 0$, $p < .05$).

$H2_a$: There was a significant relationship between organizational commitment and ITL. That is, the beta coefficient relating affective organizational commitment and ITL in the SEM displayed in Figure 1 was less than zero ($\beta_2 < 0$, $p < .05$).

$H3_0$: There was no significant relationship between organizational trust and ITL. That is, the correlation coefficient relating organizational trust and affective organizational commitment in the SEM displayed in Figure 1 was less than zero ($r \leq 0$, $p < .05$).

$H3_a$: There was a significant relationship between organizational commitment and ITL. That is, the correlation coefficient relating organizational trust and affective organizational commitment in the SEM displayed in Figure 1 was greater than zero ($r > 0$, $p < .05$).

$H4_0$: Organizational trust and organizational commitment were not significant predictors of ITL. That is, the proposed model in Figure 1 does not fit the data (NNFI < .95, χ^2, $p < .05$, NFI < .95, GFI < .95, CFI < 0.95, RMSEA > 0.06, and SRMR > 0.05).

$H4_a$: Organizational trust and organizational commitment were significant predictors of ITL. That is, the proposed model in Figure 1 does fit the data (NNFI > .95, χ^2, $p > .05$, NFI > .95, GFI > .95, CFI > 0.95, RMSEA < 0.06, and SRMR < 0.05).

The SEM (Figure 1) modeled ITL (observed variable) as a function of two

correlated latent and observed vriables, including organizational trust (latent variable) and affective organizational commitment (observed variable). Organizational trust was modeled as a function of five indicators or dimensions of trust. The five indicators were the observed variables computed as the composite average of the items comprising each dimension. Affective organizational commitment and intent to leave were also measured by the composite average of their respective survey questions. Together, the measurement methods for organizational trust, affective organizational commitment, and intent to leave represented the measurement model of the SEM.

The structural equation model (Figure 1) was determined to adequately reflect or fit the observed data (correlations among the observed variables) for the study. Interpretation of the model and associated statistical fit indices provided a reliable basis for failing-to-reject or rejecting four sets of hypotheses presented above. Findings from the study confirmed the rejection of the first three null hypotheses. The relationship between organizational trust and intent to leave, affective organizational commitment and intent to leave, and organizational trust and affective organizational commitment were found to be statistically significant and strongly correlated. The null hypothesis for the central research question, $H4_0$, was rejected. As a result, the structural equation model (Figure 1) was deemed to be an adequate model for the prediction of employee intent to leave within the types of financial institutions represented by this study. The findings from the study were significant and explained part of the variation in employee intentions to leave financial institutions.

Statistical Foundation for the Structural Model

Prior to the presentation of findings, observed data was reviewed to assure that assumptions were satisfied for multivariate statistical analysis via structural equation modeling. Reliability and validity of the measurement model had to be established and demographic variables had to be examined regarding possible variation in ITL. The information in this section covers the data screening activities necessary to determine conformance with these assumptions as welll as a discussion of demographic characteristics of the convenience sample and descriptive statistics. Correlation coefficients among the observed variables (observed data) and the effect of demographic variables as predictors of ITL are also discussed. The reliability and validity of the measurement model, used to measure the latent and observed variables associated with the hypothetical model displayed in Figure 1, is discussed.

Data Screening

Data from 423 completed surveys were screened to assure that they met the assumptions for multivariate analysis. The survey was constructed so that only one answer could be given for each statement and all statements had to be rated or answered to be considered a valid survey. If a statement was left blank, the participant was directed to complete the unanswered statement. If the participant failed to answer all statements, the survey was not accepted. These controls ensured that none of the 423 surveys contained missing data and that the sample size met or exceeded the minimum size (300) needed to assure adequate statistical power (95.0%), as explained earlier.

Figure 2 represents a scatter plot of the 15 observed and latent variables under

consideration in this study. Visual inspection of the plot revealed the degree to which

data for the observed variables met assumptions concerning normality and linearity. In

the case of normality, visual inspection of the histograms along the diagonal revealed

strong departures from normal distributions in the form of negative and positive

skewness. Linearity, on the other hand, was good since visual inspection of the off-

diagonal graphs in Figure 2 displayed definite linear patterns between applicable

observed variables. Furthermore, a close examination of the correlation coefficients

(Table 1) between observed variables revealed very strong and statistically significant (p

< 0.01) correlations that supported linear relationships. Finally, assumptions regarding

equal variances were largely acceptable, except for the variance in ITL based on

management status (Figure 3) that displayed a significant Levene's test statistic ($LT =$

0.68, p $= 0.018$). Levene's tests for the other conditions (gender, age, and service time)

as displayed in Figures 4–6 were all nonsignificant ($p \geq .05$), meaning that the hypothesis

of equal ITL variance among the classes in each of the variables illustrated in these

figures was accepted

In summary, with the exception of the nonnormal distribution of all variables and

the unequal variance in ITL based on management status, data met assumptions for

multivariate statistical analysis. The problems associated with nonnormality and

nonconstant variance were addressed by the use of robust structural equation modeling

methods (Kline, 2011). Kline (2011) indicated that robust SEM methods provided an

adequate means for dealing with departures from normality and modest problems

concerning constant variance. Consequently, the analysis was deemed to be adequately

controlled with respect to the assumptions underlying multivariate statistical analysis.
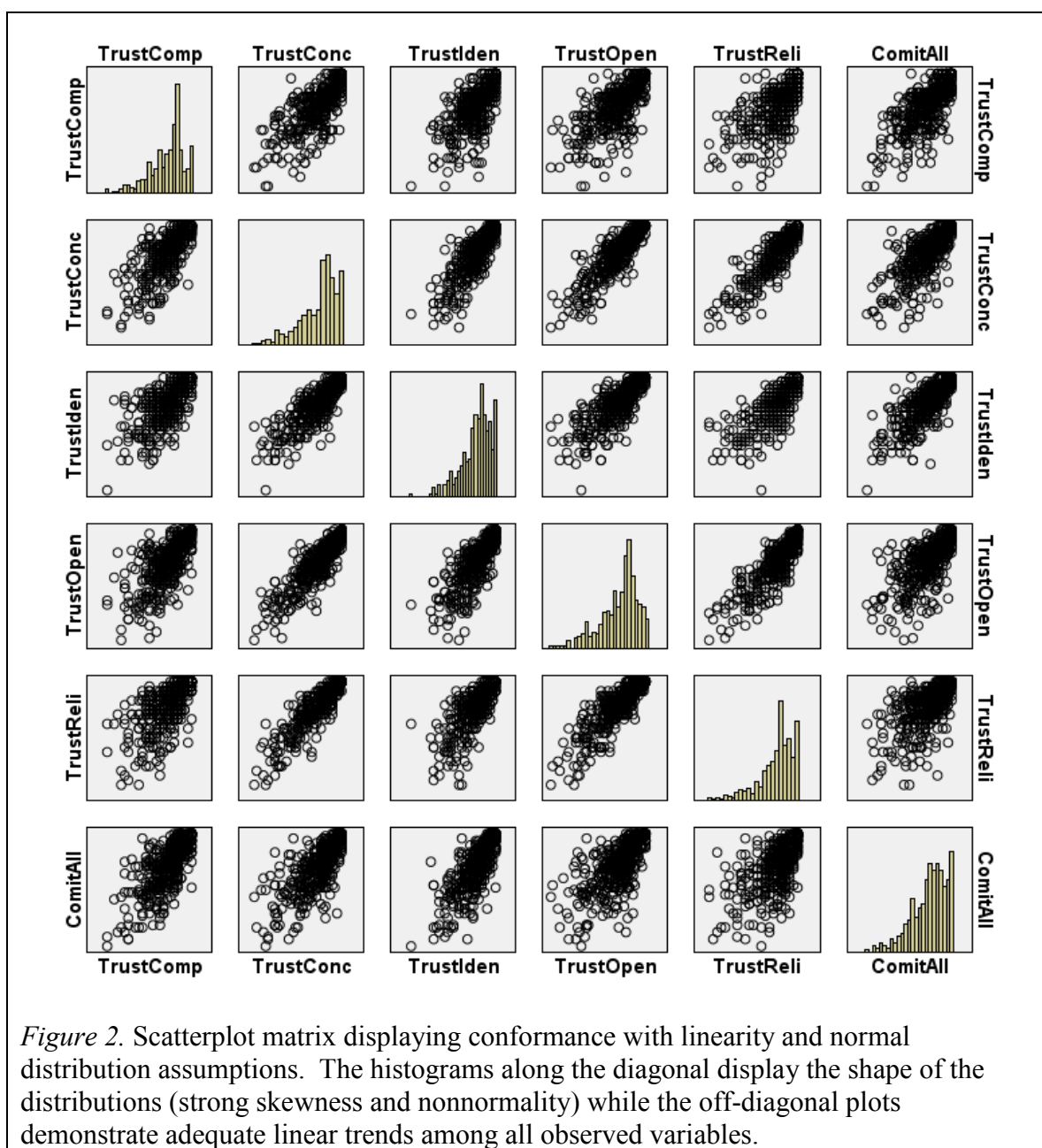

Figure 2. Scatterplot matrix displaying conformance with linearity and normal distribution assumptions. The histograms along the diagonal display the shape of the distributions (strong skewness and nonnormality) while the off-diagonal plots demonstrate adequate linear trends among all observed variables.

Table 1

Coefficients Among the Latent and Composite Observable Variables

Observed & Latent Variables	Commitment	Competence	Concern	Identity	Openness	Reliability	ITL
Commitment	1						
Competence	.724**	1					
Concern	.744**	.738**	1				
Identity	.784**	.674**	.840**	1			
Openness	.672**	.686**	.879**	.792**	1		
Reliability	.622**	.649**	.892**	.779**	.860**	1	
ITL	-.738**	-.599**	-.621**	-.634**	-.586**	-.566**	1

** Statistically significant and different from zero, $p < 0.01$.
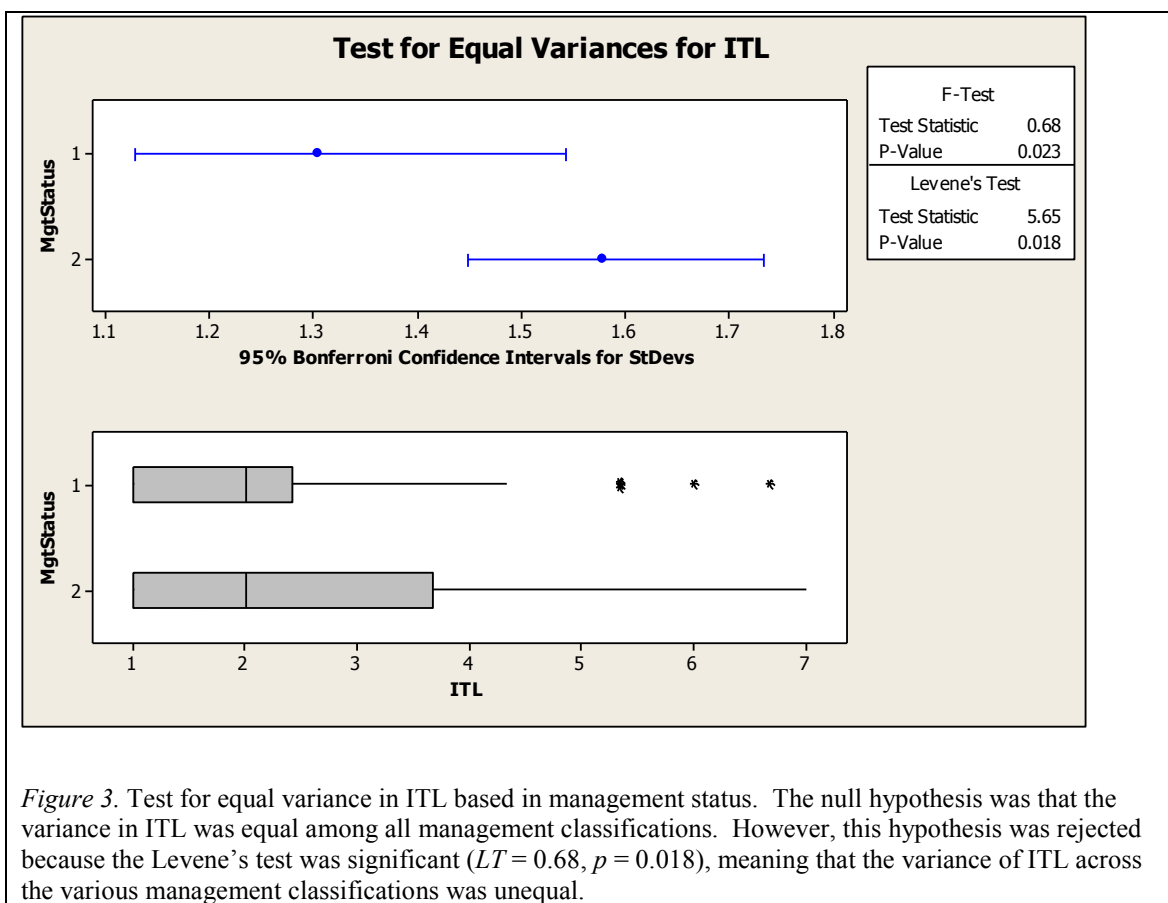

Figure 3. Test for equal variance in ITL based in management status. The null hypothesis was that the variance in ITL was equal among all management classifications. However, this hypothesis was rejected because the Levene's test was significant ($LT = 0.68$, $p = 0.018$), meaning that the variance of ITL across the various management classifications was unequal.

Figure 4. Test for equal variance in ITL based in service time. Levene's test was non-significant because the *p*-value exceeded .05 ($p \geq .05$). This means that the null hypothesis of equal variance was not rejected and therefore the variances for ITL were considered constant across all service time.

Figure 5. Test for equal variance in ITL based on age. Levene's test was non-significant because the *p*-value exceeded .05 ($p \geq .05$). This means that the null hypothesis of equal variance was not rejected and therefore the variances for ITL were considered constant across all age.
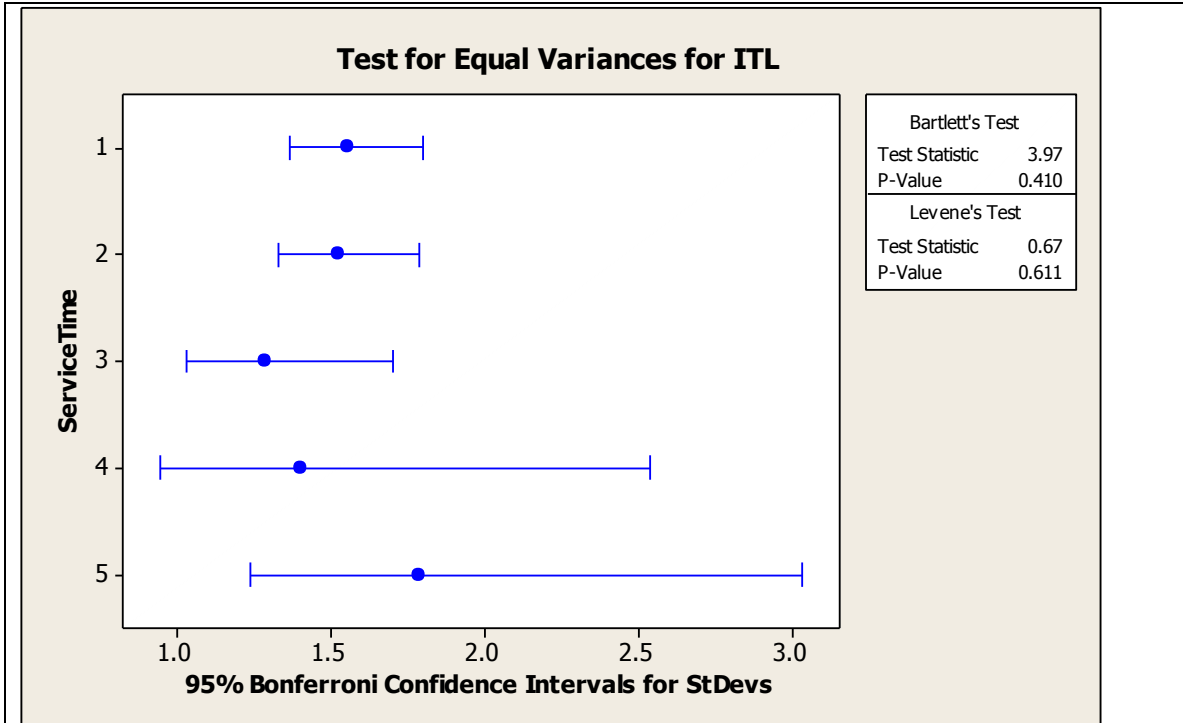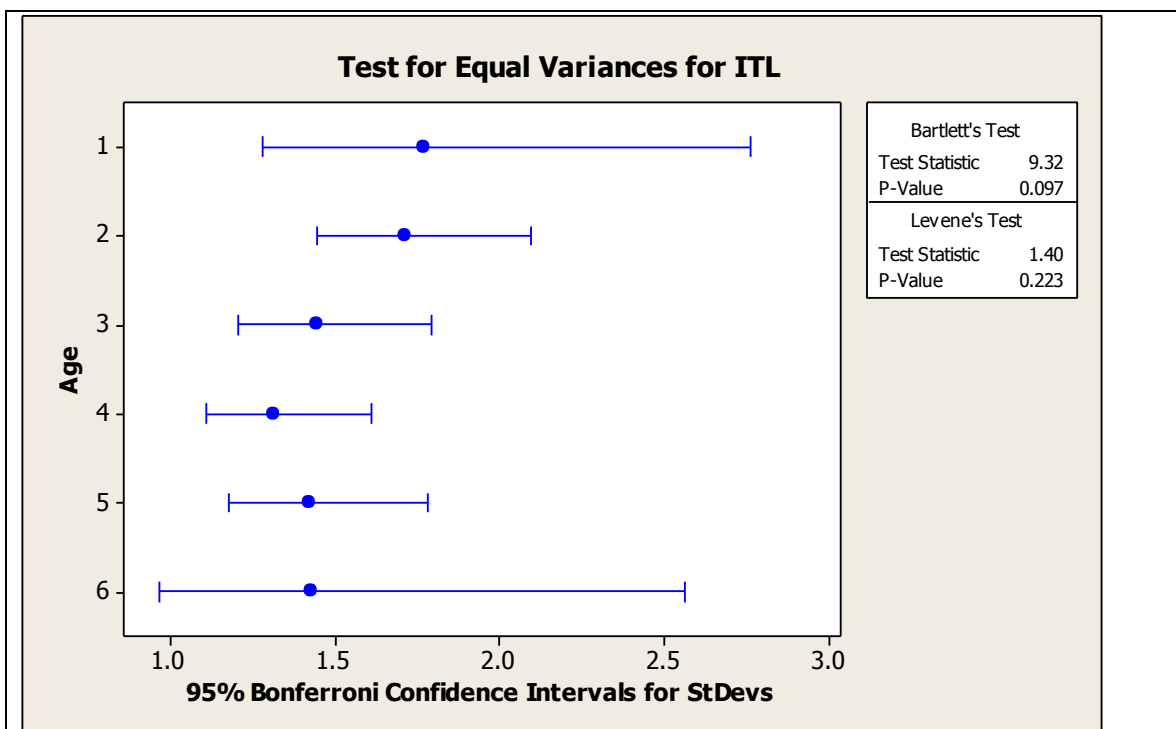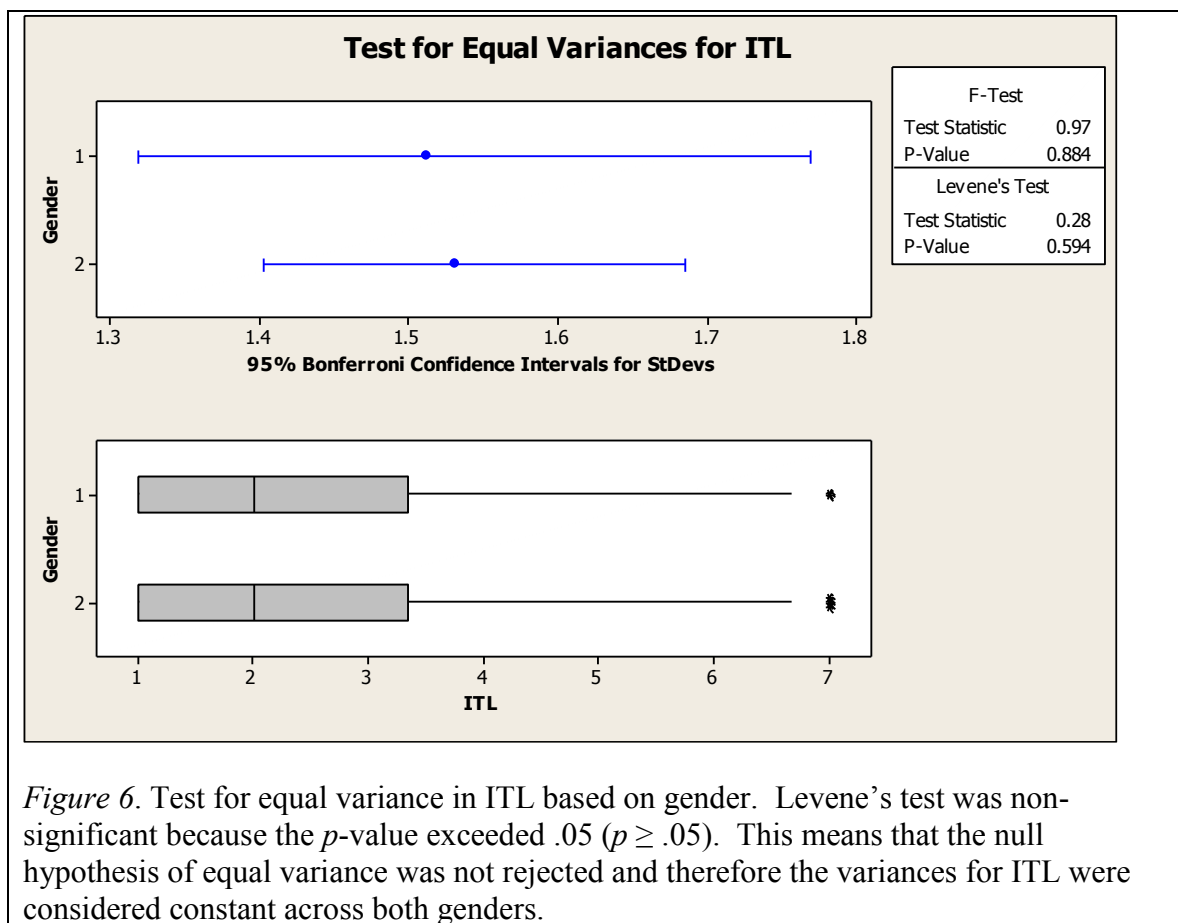
Figure 6. Test for equal variance in ITL based on gender. Levene's test was non-significant because the *p*-value exceeded .05 ($p \geq .05$). This means that the null hypothesis of equal variance was not rejected and therefore the variances for ITL were considered constant across both genders.

Preliminary Structural Equation Modeling Analyses

While data screening activities revealed strong skewness and potential non-normality (Figure 2), a more statistically-driven analysis of the distributions for the observed variables was conducted to determine a more accurate degree to which the distributions departed from assumptions concerning normal distributions. This was accomplished by the estimation of the measurement model under the maximum likelihood estimation method and subsequent calculation of skewness and kurtosis values. Table 5 contains the skewness and kurtosis values for the seven observed variables in this model (i.e., the five measures of trust and the affective organizational

commitment and ITL scales).

According to several researchers, skewness and kurtosis bias did not affect SEM

under the maximum likelihood estimation method, until skewness exceeded 2.00 absolute

value and kurtosis values exceeded an absolute value of 7.00 (Muthén & Kaplan, 1992;

Curran, West, & Finch, 1996; Ryu, 2011). All values for skewness and kurtosis (Table 2)

were substantially under these thresholds with the highest skewness and kurtosis values

being -1.30 and 1.64, respectively, for the Reliability scale. Skewness and kurtosis for

the distributions of all observed variables were not of sufficient magnitude to affect the

estimates of parameters by the maximum likelihood method for structural equation

modeling.

However, to ensure adequate estimation, structural equation modeling, including

estimation of the measurement model, was not only conducted under the maximum

likelihood estimation (MLE) method, but also under the robust method employing an

asymptotically distribution free estimation method which does not assume normality. In

both cases, MLE and asymptotically distribution free estimation, the findings,

conclusions, and estimates were identical. Therefore, since both methods yielded the

same results, the remainder of this discussion is based on the MLE method.

Table 2

Skewness and Kurtosis Values for Observed Variables (n = 423)

Variable	Skewness		Kurtosis	
	Value	Critical Ratio	Value	Critical Ratio
Intent to leave	1.07	8.99	.36	1.51
Commitment	-.89	-7.49	.46	1.91
Competence	-.98	-8.22	.87	3.63
Openness/Honesty	-.98	-8.19	.63	2.66
Concern	-1.08	-9.10	.80	3.34
Reliability	-1.30	-10.95	1.64	6.87
Identification	-1.00	-8.39	.99	4.15

Demographics

Descriptive statistical analyses were performed including descriptive statistics (frequencies and percentages) for the demographic and background characteristics of supervisor status (i.e., whether or not the participant has two or more employees reporting to him or her), gender, tenure with the organization (grouped number of years with the current employer), and age group. Table 3 contains these descriptive statistics. Regarding supervisory status, most of the participants (74.9%) answered that they did not have two or more associates reporting to him or her. Most of the participants (71.9%) were female. In terms of the length of service, many of the participants had been with their company for a short time, including 42.6% who had been with the companor less than 5 years. Thirty-six percent of participants had been with their company between 5 and 9 years. Only 4.5% of the participants had been with their company for 20 or more years. The most common age groups were between 25 and 34 years old (24.3%), between 45 and 54 years old (24.3%), and between 35 and 44 years old (21.3%). Only 6.1% of the participants were less than 25 years old and only 4.0% were 65 years old or

older.

Table 3

Descriptive Statistics for Demographic and Background Characteristics (n = 423)

	n	*%*
Has two or more associates reporting to him or her		
Yes	106	25.1
No	317	74.9
Gender		
Male	119	28.1
Female	304	71.9
Length of company service		
Less than 5 years	180	42.6
5 to 9 years	153	36.2
10 to 14 years	55	13.0
15 to 19 years	16	3.8
20 or more years	19	4.5
Age		
Less than 25 years old	26	6.1
25 - 34	103	24.3
35 - 44	90	21.3
45 - 54	103	24.3
55 - 64	84	19.9
65 and above	17	4.0

Descriptive Statistics

Descriptive statistics (minimum, maximum, mean, standard deviation, and Cronbach's alpha) were computed for the affective organizational commitment, organizational trust, and intent to leave and are displayed in Table 4. For these analyses, means of scales were used to define the three composite scores. Internal consistency, as measured by Cronbach's alpha (α) was a key descriptive statistic. This statistic measured the degree to which results of the survey could be repeated under the same conditions.

Cronbach's alpha coefficients for all eight scales were .84 or higher, with the highest

reliability coefficient at α = .97 for the Overall Trust scale (29 items). The lowest alpha

coefficients were for the Reliability (4 items, α = .84) and Identity (5 items, α = .84)

subscales of the Trust scale. All of the scales were deemed to be reliable because they

exceeded .80, as recommended by Klein (2001).

All scales were based on a 7-point scale and the mean of each of the scales was

high and close to the maximum (seven). The distributions for each of the observed

variables measured by these scales were highly skewed, either negatively or positively.

Consequently, assumptions regarding normality were not satisfied, but the use of robust

methods of strucural equation modeling corrected this weakness. The ratio of mean to

the standard deviation, otherwise known as a coefficient of variation (c_v), was generally

the same for all of the scales except for ITL, was higher than the other scales meaning

that ITL was less likely to be a reliable estimate of the population parameter for the mean

ITL, than the mean values of the other scales as estimates of the mean population

parameters for their respective populations.

Table 4

Descriptive Statistics for the Composite Variables and Trust Subscales (n = 423)

	Items	Minimum	Maximum	*M*	*SD*	α
Trust Subscales						
Competence	4	1.00	7.00	5.35	1.18	.87
Openness/Honesty	9	1.11	7.00	5.32	1.18	.92
Concern	7	1.57	7.00	5.58	1.15	.90
Reliability	4	1.50	7.00	5.72	1.12	.84
Identification	5	1.00	7.00	5.65	1.04	.84
Overall Trust	29	1.97	7.00	5.50	1.05	.97
Commitment	8	1.00	7.00	5.34	1.26	.92
Intent to Leave	3	1.00	7.00	2.41	1.53	.91

Correlation Coefficients

The Pearson Product Moment correlation coefficient among the observed variables were computed and displayed in Table 5. All the correlations in this table were statistically significant at the $p < .001$ level. The subscales of the Trust scale had correlations with each other of between .65 (for the correlation between Competence and Reliability) and .89 (for the correlation between Concern and Reliability). These five subscales had correlations with the overall trust scale of between .80 for Competence and .96 for Concern.

To calculate the correlation coefficients, between organizational trust, affective organizational commitment, and ITL, organizational trust (modeled as a latent variable) was computed as a composite variable. Representing organizational trust as a composite variable was for illustrative and comparative purposes only. The latent variable within the structural model (Figure 1) was more representative of the real trust variable. The two independent variables in this study, organizational trust and affective organizational

commitment, measured as composite variables, had a positive correlation of .77 as

expected. In addition, both of the independent variables had strong correlations with

intent to leave, the dependent variable. Specifically, the Pearson correlation between

Overall Trust and intent to leave was -.65 while the Pearson correlation between

Commitment and Intent to leave was -.74. Because of the negative correlation (-.65), as

Overall Trust increased, intent to leave was expected to decrease. Similarly, because of

the negative correlation (-.74), as Commitment increased, intent to leave was expected to

decrease. As Concern increased, Reliability was expected to increase because of the

positive correlation (.89). As Openness increased, Commitment was expected to increase

because of the positive correlation (.67). Based on these correlations, the conclusion was

that participants with high overall trust scores also tended to have high commitment

scores, and participants with high overall trust and commitment scores also tended to

have low intent to leave scores.

Table 5

Pearson Correlations Among the Composite Variables and Trust Subscales (n = 423)

	1.	2.	3.	4.	5.	6.	7.	8.
Trust Subscales								
1. Competence	1							
2. Openness/Honesty	$.69^{**}$	1						
3. Concern	$.74^{**}$	$.88^{**}$	1					
4. Reliability	$.65^{**}$	$.86^{**}$	$.89^{**}$	1				
5. Identification	$.67^{**}$	$.79^{**}$	$.84^{**}$	$.78^{**}$	1			
6. Overall Trust	$.80^{**}$	$.95^{**}$	$.96^{**}$	$.92^{**}$	$.89^{**}$	1		
7. Commitment	$.72^{**}$	$.67^{**}$	$.74^{**}$	$.62^{**}$	$.78^{**}$	$.77^{**}$	1	
8. Intent to leave	$.60^{**}$	$.59^{**}$	$.62^{**}$	$.57^{**}$	$.63^{**}$	$.65^{**}$	$.74^{**}$	1

Note. All correlations were statistically significant, $p < .001$.

Table 6

Descriptive Statistics for Intent to Leave Scores as a Function of Demographic and Background Variables (n = 423)

	n	M	SD
Has two or more associates reporting to him or her			
Yes	106	2.08	1.30
No	317	2.52	1.58
Gender			
Male	119	2.33	1.51
Female	304	2.45	1.53
Length of company service			
Less than 5 years	180	2.46	1.56
5 to 9 years	153	2.50	1.53
10 to 14 years	55	2.07	1.29
15 to 19 years	16	2.00	1.41
20 or more years	19	2.61	1.79
Age			
Less than 25 years old	26	2.95	1.77
25 - 34	103	2.79	1.72
35 - 44	90	2.34	1.45
45 - 54	103	2.28	1.32
55 - 64	84	2.03	1.43
65 and above	17	2.39	1.43

Structural Equation Modeling Analyses

Structural equation modeling (SEM) and associated confirmatory factor analysis (CFA) was conducted with Amos structural equation modeling software published by IBM. These analyses were designed to test hypotheses concerning the structural and measurement models in Figure 1. Results of this analysis are discussed in the following sections.

Measurement model. The measurement model for this study is shown in Figure 7 with standardized parameter estimates. The fit statistics for this model are displayed in

Table 7 and the parameter estimates and corresponding statistical significance tests are displayed in Table 8. Researchers and authors varied somewhat with respect to the criteria for acceptable fit. Therefore, two sets of criteria (with appropriate references) were identified for most fit statistics in Table 7. The fit statistics in Table 7 indicated that the fit of this model was acceptable; however, some fit statistics fell within the acceptable range while others indicated poor fit. Specifically, the NNFI, NFI, CFI, and SRMR indicated acceptable fit, and the χ^2 and RMSEA indicated poor fit. The GFI was .89 compared to the fit index of > .90. Therefore, the overall assessment of the fit of this model was that the fit was acceptable.

Estimates (both standardized and unstandardized) and their statistical significance tests of each parameter in the measurement model are shown in Table 8. The Trust and Commitment correlation of .77 in this table was statistically significant ($p < .001$). The beta coefficient was -0.21 between Trust and Intent to leave, and -0.58 between Commitment and Intent to leave were both statistically significant ($p < .001$). The beta coefficients linking Trust to the subscales of trust were also statistically significant (p < .001) with values ranging from .76 (Competence) to .97 (Concern).

Table 7

Fit Statistics for the Measurement Model and Structural Model (n = 423)
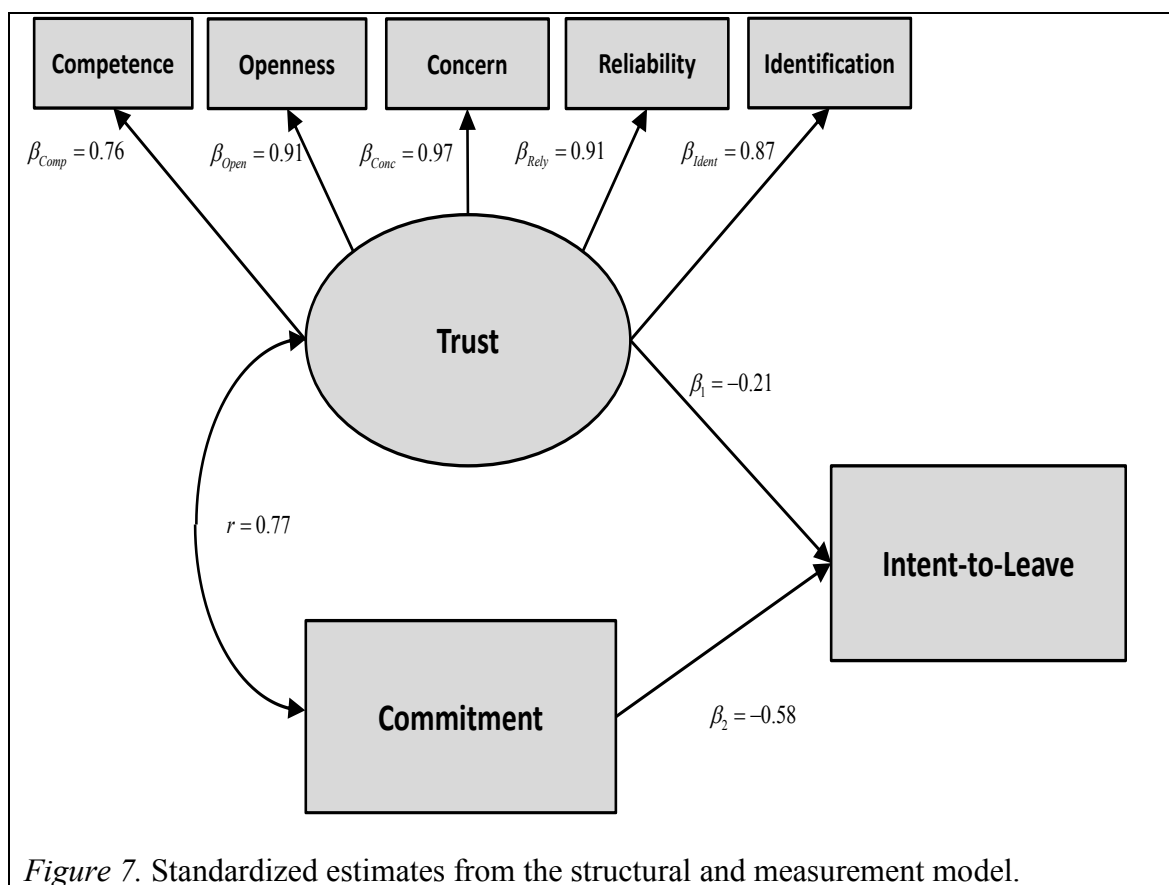
Statistic	Measurement Model	Structural Model	Criterion for Good Fit	Structural Model Good Fit
Non-normed fit index (NNFI)	.91	.91	> .90 (Marsh, Hau, & Wen, 2004) or > .95 (Meehan & Stuart, 2007)	Yes
Chi-Square (χ^2)	χ^2 (13) = 180.92, *p* < .001	χ^2 (13) = 180.92, *p* < .001	*p* > .05 (Weston & Gore, 2006)	No
Normed fit index (NFI)	.94	.94	> .90 (Marsh et al., 2004) or > .95 (Schreiber, 2008)	Yes
Goodness of fit index (GFI)	.89	.89	> .90 (Baumgartner & Homburg, 1996) or > .95 (Schreiber, 2008)	No
Comparative fit index (CFI)	0.95	0.95	> 0.90 (Marsh et al., 2004) or > 0.95 (Hu & Bentler, 1999)	Yes
Root mean square error of approximation (RMSEA)	0.18	0.18	< 0.08 (Schreiber, 2008) or < 0.06 (Hu & Bentler, 1999)	No
Standardized root mean residual (SRMR)	0.07	0.07	< 0.08 (Schreiber, 2008) or < 0.05 (Hu & Bentler, 1999)	Yes

Table 8

Parameter Estimates for the Measurement Model (n = 423)

Variable 1	Relation-ship	Variable 2	Unstandardized Estimate	Standardized Estimate	Standard Error	Critital Ratio	*P*
Correlation							
Commitment	<--->	Trust	.87	.77	.08	11.06	<.001
Beta (β) coefficients							
Trust	<--->	Intent to Leave	-.36	-.21	.09	-10.11	<.001
Commitment	<--->	Intent to Leave	-.70	-.58	.12	-12.20	<.001
Trust	--->	Identity	1.01	.87	.05	19.87	<.001
Trust	--->	Reliability	1.14	.91	.05	20.97	<.001
Trust	--->	Concern	1.24	.97	.06	22.61	<.001
Trust	--->	Openness	1.20	.91	.06	20.98	<.001
Trust	--->	Competence	1.00	.76	-	-	-

Structural model. The fit statistics for this model are displayed in Table 7 and the parameter estimates (beta coefficients (β) and correlation coefficients) are listed in Table 8. Figure 7 illustrates these parameter estimates as an extension of the original hypothesized model (Figure 1). These coefficients were used to test the null hypotheses of this study.

Figure 7. Standardized estimates from the structural and measurement model.

Presentation of the Findings

The previous section established that the measurement model was a reliable and

valid means to measure the observed and latent variables associated with the overall

hypothetical structural equation model displayed in Figure 1. The literature and

foundational theories for this study, referenced in section one, supported the findings.

The three foundational theories for the study, social exchange theory, organizational

commitment model, and organizational citizenship behavior theory, supported this study.

The dependent variable, ITL, was found to be a predictor of turnover by Chu, Hui, and

Sego (1998) and Travaglione (2010). Therefore, ITL was used as a proxy for turnover

and was the dependent variable for this study. This section expands this information into

answers to each of the questions in a manner that will provide a description of the major findings from the study.

Research Question 1

To what degree did organizational trust predict intent to leave? Under the null hypothesis ($H1_0$), the beta coefficient (β_1) relating trust and intent to leave in the SEM displayed in Figure 1 was positive or equal to zero ($\beta_1 \geq 0, p < .05$). This null hypothesis was tested via the statistical significance of the beta coefficient (i.e., standardized regression coefficient) between trust and intent to leave which, as shown in Table 7, was $\beta_1 = -0.21$, ($p < .001$). Because this regression (beta) coefficient was statistically significant and negative, the first null hypothesis of this study was rejected (i.e., the beta coefficient was not greater than or equal to zero). It was concluded that trust was predictive of intent to leave. Participants with higher trust scores tended to have lower intent to leave scores.

The organization commitment model was one of the theories for this study. Bergial, Nguyen, Clenney, and Taylor (2009) observed that high turnover resulted in the disruption of social structures and commitment was decreased for the remaining employees. Deconinck and Johnson (2009) found that organizational justice was related to affective organizational commitment and was a significant factor on turnover. Organizational competence was one of the dimensions of organizational trust. Employees who distrusted the competence of their organizations were more likely to leave the organization (Shockley-Zalabak et al, 2010). Competence was directly linked to hiring and retaining talent (Shockley-Zalabak et al., 2010).

Harlos (2010) found that increasing openness and concern for employees, two dimensions of organizational trust, were good retention strategies and desirable for future competitiveness. Concern for employees was found to relate to supervisor support which was negatively associated with ITL (Bergial et al., 2009). Retention was higher when employees trusted that the organization was genuinely concerned for their well-being (Shockley-Zalabak et al., 2010). When reliability in management, a dimension of organizational trust, was low, high performers were more likely to seek opportunities outside of the organization (Shockley-Zalabak et al., 2010; Whittington & Galpin, 2010). Openness and reliability led to positive feelings by employees and resulted in organizational identification, a dimension of organizational trust, and promoted the desire by employees not to leave the organization (ITL). The employment relationship must be managed so that organizational trust is encouraged and talented employees are selected and retained (Atkinson, 2007; Hubbell & Chory-Assad, 2005).

Research Question 2

To what degree did affective organizational commitment predict intent to leave? Under the null hypothesis ($H2_0$,), the beta coefficient relating commitment and intent to leave in the structural equation model displayed in Figure 1 was positive or equal to zero ($\beta_2 \geq 0$, $p < .05$). The standardized regression coefficient for this effect was -0.58, $p < .001$. As a result, the coefficient was significantly negative and therefore the second null hypothesis of this study was rejected and it was concluded that commitment was predictive of intent to leave. Specifically, participants with higher commitment scores tended to have lower intent to leave scores.

The organizational commitment model was used as one of the foundational

theories related to intent to leave. Organizational commitment was found to negatively

correlate with ITL (Fiorito et al., 2007; Meyer & Allen, 1997). Organizational

commitment was defined by Meyer and Allen (1997) as a psychological bond between

the employee and the organization and was found to be strongly and negatively correlated

with ITL (Liou, 2008; Pepe, 2010). Affective organizational commitment related to the

employee's desire to remain in the organization because the employee identified with the

organization (Tett & Meyer (1993). According to Meyer and Allen (1997), affective

organization was the strongest of the three types of commitment (affective, normative,

and continuance) related to intent-to-stay with the organization. Affective commitment

was selected as one of the independent variables for the study and was found to

significantly influence ITL (negatively).

Research Question 3

To what degree were organizational trust and affective organizational

commitment correlated? The correlation coefficient relating trust and commitment (r) in

the structural equation model displayed in Figure 1 was less than zero ($r \leq 0$, $p < .05$). As

shown in Table 7, the correlation between trust and commitment was $r = .77$, $p < .001$.

Because this correlation was positive and statistically significant, the third null

hypothesis, $H3_0$, of this study was rejected (i.e., the correlation was not less than or equal

to zero). Therefore, it was concluded that commitment was related to trust. Participants

with higher commitment scores tended to have higher trust scores.

Organizational trust and affective organizational commitment were selected as

independent variables for the study. Organizational trust was found to be positively

correlated with organizational commitment (Sharkie, 2009). Trust dimensions such as

competence and *concern* were noted as fundamental to working together (Paillé,

Bourdeau, & Galois, 2010) and often resulted in organizational commitment (Sharkie,

2009), extra-role behavior, and organizational citizenship behavior (Caldwell & Hansen,

2010). Organizational citizenship behavior and the organizational commitment model

were two of the foundational theories for this study. The lower the level of

organizational citizenship behavior, the more likely the employee tended to leave the

organization (Chen, Hui, & Sego, 1998). Organizational affective commitment

contributed to organizational citizenship behavior and employee performance, and had a

negative correlation with intent to leave (Fiorito et al., 2007). The results of the study

showed that organizational trust and affective organizational commitment were

significantly related.

Research Question 4

To what degree did organizational trust and affective organizational commitment

predict intent to leave? The fourth and final null hypothesis of this study was proposed

that the model in Figure 1 did not fit the data (NNFI < .95, $\chi^2 \, p < .05$, NFI < .95, GFI <

.95, CFI < 0.95, RMSEA > 0.06, and SRMR > 0.05). A range of values considered by

various authors provided evidence of acceptable fit. Using the less conservative values,

the structural model in this study provided fit by four of the seven fit criteria (NNFI, NFI,

SRMR, and CFI). GFI approached the fit value at .89. Specifically, the values were

NNFI = .91, $\chi^2 \, p < .001$, NFI = .94, GFI = .89, CFI = 0.95, RMSEA = 0.18, and SRMR =

0.07. Thus, the fourth null hypothesis, $H4_0$, of this study was rejected and it was concluded that the model fit the data.

Social exchange theory was also supported by the findings of the study. Social exchange theory was defined as the voluntary action by employees with the expectation of return from others (Cho et al., 2009; Paillé, 2009, 2011). When employees believed that the organization was concerned about their well-being (a dimension of organizational trust), they were more likely to remain in the organization because of perceptions of being valued (Ng & Feldman, 2011; Tekleab & Chiaburu, 2010). If the exchange between the organization and the employee was sufficient, organizational efficiency increased, ITL decreased, and organizational commitment increased (Paillé, 2009). The five dimensions of organizational trust (competence, openness, concern, reliability, and identification) and affective organizational commitment were all significantly and negatively related to ITL.

Summary of Findings

The findings from the analysis of the structural equation model (Figure 8) demonstrated that:

1. All of the observed variables, including the five measures of trust, the measure of affective commitment, and the measure of intent to leave, as measured by the composite average of items making up each scale, had good internal consistency reliability with Cronbach's alpha values ranging from .84 to .97.

2. Organizational trust and affective organizational commitment had a significant positive Pearson correlation indicating that participants with high

organizational trust scores also tended to have high affective organizational

commitment scores, and vice versa.

3. Both organizational trust and affective organizational commitment were

negatively correlated with intent to leave, indicating that participants with

high organizational trust and affective organizational commitment scores also

tended to have low intent to leave scores.

Each of the four hypotheses was tested to answer fundamental research questions.

Results from the tests of these hypotheses concluded that:

1. Organizational trust was predictive of intent to leave, with participants with

higher trust scores tending to have lower intent to leave scores.

2. Commitment was predictive of intent to leave with participants with higher

commitment scores tending to have lower intent to leave scores.

3. Commitment was related to trust with participants having higher commitment

scores tending to have higher trust scores.

4. The model (Figure 1) fit the data.

As a result of these findings, the following can be concluded. The three theories,

social exchange theory, the organizational commitment model, and organizational

citizenship behavior theory were relevant and served as the basis for the study. The

review of relevant literature supported the findings of the study. Organizational trust,

affective organizational commitment, and intent to leave (dependent variable) served as

constructs for the structural equation model. Each of the null hypotheses were rejected

and validated that the model was acceptable for predicting turnover (ITL).

Application to Professional Practice

Structural equation modeling was used to examine the relationships between organizational trust, affective organizational commitment, and intent to leave. Intent to leave was found to be a strong predictor of employee turnover (Chu, Hui, and Sego, 1998; Travaglione, 2010). Five dimensions of organizational trust were examined as indicators of organizational trust. Affective organizational commitment and intent to leave were examined, each as a composite score (mean). Intent to leave was the dependent variable. Employees from five financial institutions in the southeastern United States participated in the online survey resulting in 423 completed surveys. All employees (690) of these financial institutions were invited to participate in the study. The participation rate was 61.3%. The survey instrument consisted of 7-point semantic differential scale statements for trust (29), affective commitment (8), and intent to leave (3). Four demographic questions were asked and were related to age groups, gender, company service, and management status.

The five dimensions of trust were found to be separate dimensions measuring organizational trust. Organizational trust (independent variable) and affective organizational commitment (independent variable) were found to be statistically significant and strongly correlated with intent to leave (dependent variable). Affective organizational commitment and organizational trust were found to be statistically significant and strongly correlated. The data fit for the overall model (Figure 1) was sufficient to be considered predictive of intent to leave, with four of the seven indices showing that the data fit the model.

The contribution of this study to practical application was that all research questions were answered as being significant to intent to leave. In other words, organizational trust and affective organizational commitment were statistically significant and were strongly correlated with intent to leave. Affective organizational commitment and organizational trust were found to be significantly correlated. The structural model for the central research question (Figure 1) was found to be predictive of intent to leave. The research findings are important to professional practice because voluntary turnover, or more specifically turnover of key talent, was noted in the literature as being very expensive, interfered with organizational learning, and reduced innovation. Organizations can increase retention rates (decrease intent to leave) by creating human resource polices, practices, and processes that support the five dimensions of trust and affective organizational commitment.

Specific areas for management attention included the five dimensions of trust, namely, organizational competence, openness and honesty, concern for employees, management reliability, and employee identification with the organization and supervision. More importantly the dimensions of trust were in the domain of management and the degree of trust could be influenced by management actions or inactions. Similarly, affective organizational commitment could be addressed by attention to the organizational culture, selection process, and job design. Performance management and career management systems and processes should also be reviewed in light of these findings. Improved business practices in these areas could decrease employee turnover rates, increase organizational performance, and result in sustainable

competitive advantage.

Implications for Social Change

Organizational trust and affective organizational commitment were found to have strong correlations with intent to leave, a proxy for turnover. Turnover was costly for organizations and reduced operational efficiency, innovation, and collaboration. The results of this study contributed to social change by examining and finding that dimensions of organizational trust, such as openness and honesty and concern for the well-being of employees, were strongly correlated with intent to leave. Employee-employer relationships were fragile. By addressing issues related to organizational trust and commitment, the organization may influence or motivate employees toward higher levels of commitment (Meyer & Allen, 1997; Pepe, 2010).

Strategic human resource management approaches to issues such as these gave employees more voice and the perception of organizational justice. The result of successful interventions not only decreases turnover, but support positive social change by increasing openness, honesty, and concern for the well-being of employees. Successes may influence other organizations to improve in these areas, thus affecting a broader segment of society at large.

Recommendations for Action

The results of this study provide management, including human resource professionals, with specific areas of opportunity to decrease costly turnover and increase the development of human capital. By focusing on each of the five dimensions of trust and affective organizational commitment, human resource strategies can be developed to

further social change, improve business performance, and increase the value of human capital. Improvements in areas such as organizational competence, commitment, reliability, and concern for employee well-being should be approached on an organization wide basis, thus allowing for employee participation in all organizational units. Management and employee participation in improvement of scores on the dimensions studied could produce innovative ideas to increase efficiency and new products and services. Collaborative efforts are needed to improve organizational efficiency, innovation and therefore, competitive advantage.

Results from this study may also be of interest to other researchers. Strong and significant correlations exist between organizational trust and intent to leave, between affective organizational commitment and intent to leave, and between affective commitment and organizational trust. Overall data fit was sufficient; however, because two of the demographics related to intent to leave, age and supervisory/management status, were found to influence intent to leave, more attention to these two variables should be examined by future researchers. Turnover is expensive, disruptive, and reduces organizational knowledge. A more complete understanding of turnover is needed.

Results from this study will be developed as one or more scholarly article(s) and presented to professional and industry journals for publication. The results from this study will be offered as a presentation to organizations that participated in this study, professional associations, and professional conferences.

Recommendations for Further Study

Based on the results from this study, it was recommended that future researchers attempt to refine the structural equation model used in this study. As previously noted, the fit of the model to the data was judged to be adequate according to some fit statistics (NFI, GFI, CFI, and SRMR) but poor according to other fit statistics (NNFI, the χ^2 test, and the RMSEA). The overall assessment was that the model fit was adequate but not as good as would be desired, and therefore future researchers could attempt to build upon the results from this study to design a structural model with better data fit.

Supplemental statistics from the Amos analysis indicated that the largest modification indices were for unspecified relationships between affective organizational commitment and some of the subscales of organizational trust. Specifically, the modification index for the correlation between affective organizational commitment and the error term for the *identification* subscale was 66.79; the modification index for the correlation between affective organizational commitment and the error term for the *competence* subscale was 54.72; and the modification index for the correlation between affective organizational commitment and the *reliability* subscale was 47.82. These values indicated that the relationships between the affective organizational commitment scale and these referenced organizational trust subscales were not adequately modeled by the correlation between affective organizational commitment and organizational trust.

Future researchers could use information from this study to build a model that may have a lower chi-square value and better fit indices. As noted in the discussion and data related to Figure 3, future researchers should consider adding age and management

status to the structural model.

Reflections

The research study was interesting because of the content examined—trust, commitment, and turnover—and also because of the current economic climate. The economic climate (2011-2012) was very soft with an approximate reported unemployment rate of 8%. After recessions or slowdowns in economic activity, turnover increases considerably. As a career human resource professional, trust, commitment, and turnover have always been of interest and concern. My experience and resulting bias in this area did not affect the process or outcome of the study.

This study allowed the examination of all three factors in hopes that employers might use the findings to increase the value of their human capital by focusing on the soft side of management and leadership. The findings were significant because the overall data fit the model, and because of the strong and statistically significant correlations between trust, commitment, and intent to leave. It was also interesting to conduct a study using structural equation modeling.

The results suggested areas of focus for further research study. Doing independent research at this level was very interesting and rewarding, and also piqued my interest in further research. Hopefully, other researchers will further develop the model. As technology and global competition create the need for continuous change, organizations whose leaders embrace the development of human capital may be the ultimate winners in the quest for sustainable competitive advantage. Development of human capital may have a significant positive affect on the organization, the employee,

and society.

Summary and Study Conclusions

Turnover is expensive, inefficient, and depletes organizational knowledge. As global competition increases, there is more pressure on employers to reduce expenses, increase efficiency, and retain knowledge workers. Turnover affects the speed and quality of decision making. When economic conditions improve, it is likely that high performers will be among the first employees to leave the organization. The purpose of this study was to examine the relationship between turnover (ITL), organizational trust, and affective organizational commitment. Organizational trust and affective organizational commitment were found to have strong and statistically significantly correlations with intent to leave.

Because organizations will be competing for talent as the economy improves, retention is crucial. Being able to attract and retain talented employees is not only critical for the knowledge based economy, but for employers to have the reputation as a *best place to work*. The results of this study demonstrated that each of the dimensions of trust is important. Human resource strategies should be developed to measure, continuously monitor, and improve to an acceptable level, each of the five dimensions of trust.

A culture of openness, concern for the well-being of employees, organizational competence, management reliability, and organizational identification by employees, are all important dimensions for management focus. Affective organizational commitment can be addressed with the appropriate culture of the organization and human resource processes such selection, job design, performance management, career management, and

socialization. It is crucial for management to understand that the strong and significant correlation between trust, affective organizational commitment, and turnover gives the organization specific areas to focus their human resource strategies and tactics. Social change related to increasing the value of human capital is good for the organization, the employee, and society.

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Appendix A: Survey Questions

Question Number	Variable[1]	Variable/ indicator	Question
4	Commit[2]	Commitment	I really feel as if this organization's problems are my own.
6	Commit	Commitment	I do not think I could easily become as attached to another organization as I am to this one.
9	Commit	Commitment	I feel like "part of the family" at my organization.
12	Commit	Commitment	I would be very happy to spend the rest of my career in this organization.
15	Commit	Commitment	I feel a strong sense of belonging to my organization.
28	Commit	Commitment	This organization has a great deal of personal meaning for me.
35	Commit	Commitment	I enjoy discussing my organization with people outside it.
38	Commit	Commitment	I feel "emotionally attached" to this organization.
24	ITL[3]	Intent to leave	I frequently think of leaving this organization.
31	ITL	Intent to leave	I will probably look for a new organization in the next year.
40	ITL	Intent to leave	There is a good chance that I will leave this organization in the next year.
5	Trust[4]	Concern	My immediate supervisor listens to me.
10	Trust	Concern	Top management is sincere in their efforts to communicate with employees.
21	Trust	Concern	Top management listens to employees' concerns.
27	Trust	Concern	My immediate supervisor is concerned about my personal well-being.
32	Trust	Concern	Top management is concerned about employees' well-being.
37	Trust	Concern	My immediate supervisor is sincere in his/her efforts to communicate with team members.

Question Number	Variable	Variable/ indicator	Question
39	Trust	Concern	My immediate supervisor speaks positively about subordinates in front of others.
3	Trust	Competence	I am highly satisfied with the organization's overall efficiency of operation.
14	Trust	Competence	I am highly satisfied with the overall quality of the products and/or services of the organization.
19	Trust	Competence	I am highly satisfied with the capacity of the organization to achieve its objectives.
23	Trust	Competence	I am highly satisfied with the capability of the organization's employees.
7	Trust	Identification	I feel connected to my peers.
13	Trust	Identification	I feel connected to my organization.
25	Trust	Identification	I feel connected to my immediate supervisor.
29	Trust	Identification	My values are similar to the values of my peers.
34	Trust	Identification	My values are similar to the values of my immediate supervisor.
2	Trust	Openness/honesty	I can tell my immediate supervisor when things are going wrong.
8	Trust	Openness/honesty	I am free to disagree with my immediate supervisor.
16	Trust	Openness/honesty	I have a say in decisions that affect my job.
17	Trust	Openness/honesty	My immediate supervisor keeps confidences.
18	Trust	Openness/honesty	I receive adequate information regarding how well I am doing in my job.
20	Trust	Openness/honesty	I receive adequate information regarding how I am being evaluated.
26	Trust	Openness/honesty	I receive adequate information regarding how my job-related problems are handled.

Question Number	Variable	Variable/ indicator	Question
30	Trust	Openness/honesty	I receive adequate information regarding how organizational decisions are made that affect my job.
36	Trust	Openness/honesty	I receive adequate information regarding the long-term strategies of my organization.
1	Trust	Reliability	My immediate supervisor follows through with what he/she says.
11	Trust	Reliability	My immediate supervisor behaves in a consistent manner from day to day.
22	Trust	Reliability	Top management keeps their commitments to employees.
33	Trust	Reliability	My immediate supervisor keeps his/her commitments to team members.

41   I have two or more associates (employees) reporting to me.

   ___Yes ___No

42   Gender: ___Male ___Female

43   I have been employed by my current employer:

   ___ Less than 5 years

   ___ 5-9 years

   ___ 10-14 years

   ___ 15-19 years

   ___ 20 or more years

44   My age is:

   ___ Less than 25 years old

   ___ 25-34

   ___ 35-44

   ___ 45-54

   ___ 55-64

   ___ 65 and above

Footnote – Permissions and Copyrights

[1]Three individual surveys were merged for this study. Items from each survey are noted in the *variable* column of Appendix A. Items measuring commitment are noted as *Commit*, items measuring intent to leave are noted as *ITL*, and items measuring organizational trust are noted as *trust*.

[2]Items measuring commitment were taken from *Commitment in the Workplace: Theory, Research, and Application,* by J. P. Meyer and N. J. Allen, 1997, Thousand Oaks, CA: Sage Publications, Inc. These survey items were used and reprinted with permission and should not be reproduced without express consent of the copyright holders.

[3]Items measuring *ITL* were taken from "Status Differences in Cross-functional Teams: Effects on Individual Member Participation, Job Satisfaction, and Intent to Quit," by R. Lichtenstein, J. A. Alexander, J. F. McCarthy, and R. Wells, 2004, *Journal of Health and Social Behavior, 45*, pp. 322-335. These survey items were used and reprinted with permission and should not be reproduced without express consent of the copyright holders.

[4]Items measuring organizational trust were taken from *Building the High-trust Organization: Strategies for Supporting Five Key Dimensions of Trust* by P. Shockley-Zalabak, S. Morreale, and M. Hackman, 2010, San Francisco, CA: Jossey-Bass. These survey items were used and reprinted with permission and should not be reproduced without express consent of the copyright holders.

Appendix B: Permissions

Affective Commitment Survey

Mel - Yahoo

Subject: Affective Commitment Survey - Doctoral Study

From: John Meyer [mailto:meyer@uwo.ca]
Sent: Thursday, January 31, 2013 1:54 PM
To: Mel - Yahoo
Subject: Re: Affective Commitment Survey - Doctoral Study

Dear Mel,

Congratulations on your progress so far. Yes, you may include the commitment items in an appendix as long as you acknowledge the source and indicate that they should not be reproduced without the permission of the authors. Good luck with the defense!

Best regards,
John Meyer

John P. Meyer, PhD
Department of Psychology
Western University
London, Ontario, Canada
N6A 5C2

Phone: 519-661-3679
Fax: 519-661-3961
Email: meyer@uwo.ca

From: John Meyer [mailto:meyer@uwo.ca]
Sent: Wednesday, June 29, 2011 8:06 AM
To: Melvin Sinclair
Subject: Re: Request use of survey

Dear Melvin,

Thanks for your interest in our work. You are welcome to use the affective commitment scale in your dissertation research. I hope all goes well.
Best regards,
John Meyer

Intent to leave Survey

Mel - Yahoo

Subject: ITL Questions for dissertation

From: Richard Lichtenstein [mailto:lichto@umich.edu]
Sent: Thursday, January 31, 2013 1:42 PM
To: Mel - Yahoo
Subject: Re: ITL Questions for dissertation

Hi Mel,
Congratulations on making such great progress on your dissertation.
You have my permission to publish the questions from our study of VA Health staff related to our measure of "Intention to Leave" in your dissertation, with the understanding that you will give us appropriate academic citation for our work.
Please let me know if you have any other questions.
Best,
Richard Lichtenstein

From: Lichtenstein, Richard [mailto:lichto@umich.edu]
Sent: Wednesday, June 29, 2011 9:29 AM
To: Melvin Sinclair
Subject: RE: Intent to leave survey

Dear Mel,

Thanks for your inquiry about our 2004 paper: "Status differences in cross-functional teams: effects on individual member participation, job satisfaction, and intent to quit," which appeared in the Journal of Health and Social Behavior. I have attached a pdf of that article to this message for your use.

You are welcome to use our measure of "intent to leave" from that paper (with appropriate academic citation, of course).

Best of luck on your dissertation. Let me know if you have any questions.

Richard Lichtenstein, PhD, MPH

S.J. Axelrod Collegiate Professor of Health Management and Policy

University of Michigan
School of Public Health
1415 Washington Heights
Ann Arbor, MI 48109-2029
Phone: (734) 936-1316

Organizational Trust Survey

Mel - Yahoo

Subject: OTI question re: doctoral study

From: Pam Shockley Zalabak [mailto:pshockle@uccs.edu]
Sent: Thursday, January 31, 2013 5:25 PM
To: Mel - Yahoo
Subject: RE: OTI question re: doctoral study

You can put this in the appendix but only if you indicate it is copyright protected and use appropriate citations. I am eager to see your work.

From: Pam Shockley Zalabak [mailto:pshockle@uccs.edu]
Sent: Tuesday, December 28, 2010 9:59 AM
To: Melvin Sinclair
Subject: RE: Doctoral study – Trust

It is available to use and the best way is to get the book, Building the High Trust Organization published by Jossey-Bass. The survey is on a CD at the back of the book. Good luck with your work and please notify me when the work is completed. There is no cost other than getting a copy of the book.

Appendix C: Management Invitation to Participate in Study

Dear fellow employee, [communicated by e-mail by CEO or designate]:

CONSENT FORM

All employees of Xyz Company have been invited to participate in a research study that may provide management with useful information for further employee and organizational training and development. Data from this one-time anonymous and voluntary online survey will be used by researcher, Melvin Sinclair, Jr., to prepare his dissertation that will be submitted as part of the requirements for a Doctor in Business Administration degree. This e-mail is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part.

If you agree to be in this study, you will be asked to:
- Complete the survey
- Allow 10 minutes to complete the one-time survey
- Take the survey at one sitting (you cannot save the survey and return at a later time to complete it).

Here are some sample questions:
- I feel like "part of the family" at my organization.
- I have a say in decisions that affect my job.
- My immediate supervisor listens to me.

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one at Xyz Company will treat you differently if you decide not to be in the study. If you decide to join the study now, you can change your mind later by not completing or submitting the online survey. You may stop at any time before you submit the completed survey. No names are being collected; therefore, the survey is anonymous. Because the survey is anonymous, no one in the company or the researcher will know if you participated or elected not to participate. Being in this study will not pose risk to your safety or wellbeing. The benefits of participating in the study will be to give feedback to management so that possible training and development initiatives may be developed.

Although there will be no payment for participating in the survey, I want to express my gratitude if you elect to participate. The costs of the online survey will be

paid by the researcher. Any information you provide will be kept anonymous. No one in the company or the researcher will know who participated or who did not participate. No personal identification will be requested or captured in any way. No participant will be asked to waive any legal rights. Survey data will be kept secure and encrypted by the researcher. The online survey website is encrypted and the data file folder on the researcher's personal computer is encrypted. Data will be kept for five years, as required by the university.

If you have questions, you may contact the researcher at abcd@efgh.igk or by calling xxx-xxx-xxxx. If you want to talk privately about your rights as a participant, you can call Dr. Xxxxxx. She is the Walden University representative who can discuss this with you. Her phone number is 1-800-xxx-xxxx, extension 1234. E-mail may be sent to Walden University at xxxx@waldenu.edu. Walden University's approval number for this study is 08-31-12-0166872 and it expires on August 30, 2013. Please print or save this consent form for your records.

Statement of consent:
I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By clicking on the link below, I understand that I am agreeing to the terms described above.
http://www.surveymonkey.com/XyzCompany

Best regards,

[CEO or designate]

Curriculum Vitae

Melvin "Mel" Sinclair
Mel@SinclairGroupInc.com
864-268-3550

Professional experience
August 2007- Present   North Greenville University, Adjunct Professor
Teach three-four courses each term. Have taught Human Resource Management, Organizational Behavior, Small Business Management, Marketing, Business Law, Business Strategy, and Introduction to Business. Taught Organizational Behavior and Fundamentals of Marketing in the classroom and on-line. Designed Introduction to Business and Fundamentals of marketing on-line courses. Teach Human Resource Management and Organizational Behavior in the Graduate Program (MBA).

July 2005-July 2007
Briefly retired in order to take care of family issues including my aging father, the illness and subsequent death of my father-in-law in 2005 and death of my mother-in-law in 2007. Executor for both estates and appointed Conservator for mother-in-law who had Alzheimer's.

April 2004-July 2005 First Reliance Bank   Florence, SC
Vice President, Human Resources with responsibilities to create HR systems such as a HRIS, Compensation, Benefits redesign, Performance Management, Leadership and Management Development, etc., to support an aggressive growth strategy. Implemented Compensation System for Corporation which included the following: Created Structure (grades) by geographic differential, implemented job evaluation system with job descriptions that included hourly associates through executive management; implemented corporate wide talent assessment system with roll-out to executive management and then to all management; implemented employee "engagement" survey with feedback to entire organization in small groups (feedback training included); implemented automated and integrated Human Resource Management System (HR, benefits, compensation, training and payroll) with employee self-service modules.

2000-current   President, THE SINCLAIR GROUP, INC. Greenville, SC
Human Resource consulting company offering services in talent assessment and acquisition, high performance organizational development, and personal development.

1991-2000   TD Bank (formerly The South Financial Group)   Greenville, SC
Largest South Carolina controlled bank holding company in the state, consisting of a commercial bank, mortgage company, credit card processing company, investments company and finance company with multi-state locations.

Senior Vice President and Director of Human Resources
Responsible for all Human Resources functions at the holding company level, reporting to the CEO. Responsibilities included: benefits, compensation, policy/program development, employment, placement, training and development, employee relations, organizational development, and HR Information systems.

Redesigned benefits programs for The South Financial Group as well as the South Carolina Bankers Insurance Trust comprised of over 50 banks.

Designed and implemented performance based executive compensation system, including long and short term incentive plans and employment contracts to increase performance, retention of key executives, and recruiting.

Performed Due Diligence and incorporated acquisitions (20 in seven years).

Designed and implemented Human Resources Management Information System.

1990-1991   Hitachi Electronic Devices (USA), Inc.   Greenville, SC
Start-up operation of high tech, continuous process, TV-picture tube business unit. Greenfield start-up with no other Hitachi manufacturing facility for this subsidiary in the US. HED (US), Inc. reported directly to headquarters in Japan. Highest ranking American.

Senior Manager, Human Resources & Administration
Reported to the Executive Vice President (Business Unit Head). Responsible for the successful, on-time start-up and development of Human Resources for the Business Unit, American/Japanese orientation, and development and on-going management of policy, programs, benefits, compensation, recruiting of all levels in organization, including senior management, engineers, technicians, and operators. Development and coordination of personnel training in Japan.

1982-1990   Hoechst Celanese
Greenville, SC, Greer, SC, and Houston, TX Operations

Division Human Resources/Quality Director for Houston based business unit.
Chemical industry, reported to the Business Unit Head. Introduction and development of team based business unit and Quality Management Process. Selected to head up the change process for the Business Unit.

Division Human Resources Director for Greer, SC based business unit.
Polyester Film industry, reported to the Business Unit Head. Major expansion, development of team based organization, self-directed work teams, gainsharing program, preventative labor relations programs, succession planning, coordination of personnel movement to/from Germany and other domestic locations.

Education
University of South Carolina, Columbia, SC
B.S. in Business Administration, Finance

Clemson University, Clemson, SC
MEd, Human Resources Development (Industrial Education)

Walden University: currently ABD, pursuing Doctor of Business Administration (DBA) degree. Projected date for completion, February, 2013.

Senior Professional in Human Resources Certification (SPHR)
Certified Compensation Professional (CCP)

Past Affiliations
Top finalist for the *South Carolina Human Resource Management Award for Professional
Excellence* (Presented by the South Carolina Chamber of Commerce and the South
Carolina State Council for the Society of Human Resource Management)
Society for Human Resources Management (Senior Professional in Human Resources
Certification (SPHR)
American Compensation Association, Certified Compensation Professional (CCP)
Greenville Society for Human Resource Management (G-SHRM)
Masters of Business Administration Advisory Board, North Greenville University
Past member Advisory Board, University of South Carolina, Masters Human Resources
Past member Advisory Board, University of South Carolina, Daniel Management Center
Past Clemson University Technology and Human Resources Development Advisory Board
member
Past Chairman and Trustee, South Carolina Bankers Employee Benefit Trust
Past Chairman and Board member, S C Bankers Association Human Resources   Committee
Past United Way Allocations Panel member and Consultant for Outcome Based process
Leadership South Carolina and Leadership Greenville graduate
Past membership in Urban League Employment Assistance Program Advisory Board, Governor's
Greenville County Work Force Excellence Initiative Business Roundtable (Charter
Member), Greenville Technical College Arts and Sciences Advisory Board, Eastside
YMCA Board, Family Counseling Board, Charter member and first president of the 13
county Upstate Business Group on Health.