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What Makes Employees Stay? Examining Social Exchange Relationships, Organizational Commitment, and Intent to Leave Among Casino Employees

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WHAT MAKES EMPLOYEES STAY? EXAMINING SOCIAL EXCHANGE

RELATIONSHIPS, ORGANIZATIONAL COMMITMENT,

AND INTENT TO LEAVE AMONG

CASINO EMPLOYEES

by

Laura Holland Haley

A Dissertation
Submitted to the Graduate School,
the College of Arts and Sciences
and the School of Interdisciplinary Studies and Professional Development
at The University of Southern Mississippi
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ABSTRACT

Turnover in the hospitality industry is higher than any other industry. In order for organizations to ensure their competitive advantage, they must continually facilitate ways to improve social exchange relationships, increase organizational commitment, and reduce intent to leave. Implementation of strategic HRD initiatives aimed at encouraging the development of leader-member exchange, team member exchange, and coworker exchange are important to increasing organizational commitment and reducing intent to leave. The purpose is to identify if a specific type of Social Exchange influences organizational commitment and intent to leave above others.

Results of this non-experimental study indicated that leader-member exchange, team member exchange, and coworker exchange have a significant and positive influence on organizational commitment. Coworker exchange is shown to influence organizational commitment more than any other type of Exchange. Leader-member exchange, team member exchange, and organizational commitment predicts intent to leave. Finally, team member exchange and coworker exchange must use organizational commitment as an intervening variable to reduce employee intent to leave.

As a result, all social exchange relationships in this study possess the ability to influence organizational commitment. Organizations should consider a holistic view by developing many types of social exchange relationships to positively influence and predict organizational commitment and intent to leave in a casino resort environment. The benefits of facilitating social exchange to affect levels of organizational commitment contribute not only to reduced desires of intent to leave, but also to other Human Capital

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attributes that improve overall team member performance and productivity through

strategic human resources development programs.

ACKNOWLEDGMENTS

DEDICATION

The journey to the end of this chapter could not have been possible without the love and support of my entire family. From day one, they have all been my encouraging, optimistic, and my biggest cheerleaders. Specifically, I would like to thank my husband for his continued support and encouragement to do everything that makes me happy in life. I want to thank my mother-in-law for her continuous help and right hand in helping me care for my family while I was away or knee deep in research. I would like to thank one of my best friends and school mate, Gizzatta Cook, for encouraging me to start this journey and walking with me through it. Finally, I would like to thank my daddy. He was not living during this chapter of my life, however, he instilled in me perseverance and work ethic that I live by every day. It took a village to complete this amazing milestone and I am forever thankful to everyone for their support.

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LIST OF ABBREVIATIONS

HR	Human Resources
HRD	Human Resources Development
LMX	Leader-Member Exchange
TMX	Team Member Exchange
CWX	Coworker Exchange
MMX	Member-Member Exchange
LMX-7	Leader-Member Exchange Scale
OCQ	Organizational Commitment Questionnaire
OCB	Organizational Citizenship Behavior
POS	Perceived Organizational Support
EI	Emotional Intelligence

CHAPTER I - INTRODUCTION

"Individual commitment to a group effort - that is what makes a team work, a company

work, a society work, a civilization work." -Vince Lombardi, n.d.

In 2016, annual turnover in the services sector totaled 50% higher than any other

industry (Barres, 2017). For this reason, commitment and socialization among team

members in the hospitality industry remain a substantial interest in scholarly research

(Brien, Thomas, Hussein, 2015; Lam, 2003; Orlowski, Severt, & Murphy, 2017).

Organizations struggle with low organizational commitment and high voluntary turnover

costs (Borysenko, 2015; Koster, De Grip, & Fouarge, 2011; Mercer's global talent,

2017). Mitchell, Schaap, and Groves (2010) define voluntary turnover as a voluntary and

permanent departure from an organization. Today, talent acquisition managers are more

concerned with talent shortages than ever before (History of the emerging workforce,

2018). Employees are continually job search for their next opportunity. According to

O'Connell (2017), 90% of employees remain open to exploring new opportunities outside

of their current role. This could leave organizations vulnerable to high turnover.

Organizations associate replacing employees with high costs (Borysenko, 2015). For

frontline employees, turnover costs the organization 30-50% of the employee's annual

salary, 150% for mid-level employees, and up to 400% of the annual salary for high-level

and specialized employees (Borysenko, 2015). Implementation of human resource

strategies aimed at increasing organizational commitment and fostering high-quality

social exchanges prove vital in avoiding these extraordinary costs (Koster et al.,2011;

Farmer, VanDyne, & Kamdar, 2015; Herman, Dasborough, & Ashkanasy, 2008; Sherony

& Green, 2002; Shuck, Twyford, Reio, & Shuck, 2014).

According to the Bureau of Labor Statistics (2018), the hospitality industry includes much broader services than other sectors. Providing customer service and meeting leisurely needs defines the primary purposes of the hospitality industry (What exactly is the hospitality industry, n.d.). In the hospitality industry, turnover totaled 28.6% in 2016 and voluntary turnover reached 20%; both much higher than any other industry (Barres, 2017). Three of the top six reasons why hospitality employees leave the organization include: (a) they do not like their boss, (b) they do not get along with their coworkers, and (c) they do not feel appreciated (Rose, 2016). These reasons relate to social exchanges currently occurring in the workplace.

In the casino hospitality industry, turnover continues as a concern due to the nature of the business (Li, Kim, & Zhao, 2017). Casino employees become subject to demanding customers and long hours including weekends and holidays (Li et al.,2017). In a labor market pool, casinos employ a significant portion of the workforce causing labor shortages for specialized positions (Argusa & Lema, 2007). When casinos experience high volumes of turnover, service quality and customer satisfaction decline (Brandmeir & Baloglu, 2004). To reduce the amount of voluntary turnover occurring in an organization, human resource (HR) professionals should focus resources on the cultivation of social exchange (Omilion-Hodges, Ptacek, & Zerilli, 2016). Social exchange contributes to organizational commitment in the workplace (Li et al.,2017; March & Simon, 1958). Also, organizational commitment correlates negatively with intent to leave an organization (Brunetto, Shacklock, Teo, & Farr-Wharton, 2014). When organizations identify the different types of impactful social exchanges like employee interactions with leaders, coworkers, and teams' groups, they can identify which type

leads to higher levels of organizational commitment and they can experience an

advantage in retaining their valuable workforce (Omilion-Hodges et al., 2016).

<div align="center">Background</div>

Turnover continues as a problem for organizations and employees due to the loss

of trained employees and knowledge gaps occurring when an employee quits (Scott,

Connaughton, Diaz-Saenz, Magurie, Ramirez, Richardson, & Morgan, 1999). The

financial cost associated with replacing a team member totals one and a half times the

cost of the departing employees' annual wages (Chikwe, 2009). Also, remaining team

members view the loss of a coworker adversely leading to feelings of anxiety and

thoughts of personal withdrawal (Krausz, Yaakobovitz, Bizman, & Caspi, 1999; Scott,

Connaughton, et al., 1999). Reciprocity and social exchange motivate team members to

engage in higher quality work performance and knowledge sharing (Yeh, 2005;

Srivastava & Singh, 2015).

Top reasons why employees leave include dissatisfaction with leaders and

inability to get along with coworkers (Rose, 2016). In order to combat turnover,

organizations must explore what motivates employees in te organization (Chickwe,

2009). According to Porter, Crampon, and Smith (1976, p. 12), "It is necessary to try to

find out why people have the degree of commitment (or lack of it) that they do".

Understanding organizational commitment and factors that lead to it allows organizations

to compete in the workforce by reducing intent to leave (Halawi, 2014; Zhao, Sun, Cao,

Li, Duan, Fan, & Liu, 2013). According to seminal research (Mowday, Steers, & Porter,

1979), individual organizational commitment includes three views: (a) a belief and

alignment of personal values with the organization's goals; (b) a willingness to work

<div align="center">3</div>

towards the accomplishment of the organizational goals; (c) a desire and commitment to remain in the organization and become a part of its culture.

Intent to leave measures organizational commitment in the hospitality industry (Brien et al., 2015). When employees struggle with organizational commitment in an organization, the ensuing feelings lead to thoughts of quitting (Carmeli & Weisbery, 2006; Halawi, 2014; Meyer & Allen, 1997; Yang, 2008). Intent to leave correlates with lower levels of performance, engagement, and morale (Rahman & Nas, 2013). Understanding intent to leave helps organizations sustain competitiveness by retaining a trained workforce and fostering knowledge sharing through social exchange and interaction (Antar, 2012; Liu, Keller, & Shih, 2011).

Coworker interactions possess an essential driver of organizational commitment in the workplace (Caillier, 2016; Koster et al.,2011; Wikaningrum, 2007). Social exchange influences and changes an employee's perceptions and reactions to an environment (Takeuchi, Yun, & Wong, 2011). Specifically, in a casino environment, turnover intentions decrease when employees experience high-quality social interactions (Li et al.,2017). Organizations utilize human resources development strategies to identify and improve processes in the workplace (Swanson & Holton, 2009). Communication exchanges remain essential in developing a relationship with the leader, team, and coworkers (Baker & Omilion-Hodges, 2013; Brien et al., 2015; Sollitto & Myers, 2015). When a team member enters an organization, three relationships develop in a social network approach, and role negotiation begins (Gillis, 2008; Major, Kozlowski, Chao, & Gardner, 1995; Seers, 1989). Role negotiation begins with leader interactions, coworker interactions, and interactions with other focal members of the group (Major et al., 1995;

Seers, 1989). These relationships rely on a set of expectations and the team member's

ability to complete those expectations (Liden & Graen, 1980). When human resource

development strategies focus on improving social exchange interactions in the workplace,

organizational commitment improves and intent to leave decreases (Koster et al., 2011;

Shuck et al.,2014). Organizational commitment fosters feelings of attachment and a

desire to remain in the organization (Brunetto et al., 2014). Therefore, organizational

commitment possesses a direct and negative relationship with intent to leave (Carmeli &

Weisburg, 2006; Halawi, 2014; Kang, 2015). Organizational commitment correlates

strongest when the values of the individual align with the organization (Dolden, 2001).

When organizations invest in their human capital, individuals respond positively.

<div align="center">Statement of the Problem</div>

Organizational commitment and low turnover intentions provide organizations

with increased competitive advantages including cost savings and increased productivity.

Unfortunately, turnover rates in the hospitality industry are higher than any other industry

in the United States (AlBattat & Som, 2013; Brown, Bosselman, & Thomas, 2016). In

2016, annual turnover in the hospitality industry reached 28.6%; 50% higher than any

other industry (Barres, 2017). Examining social interaction in an organization and

developing strategic processes facilitating high-quality interactions can improve Human

Capital by improving organizational commitment and decreasing turnover (Lam, 2003;

Mei Peng, Seng Fook, & Pei Meng, 2017; Neff, 2008). Social exchange plays a

significant role in the development of the organizational commitment to an organization

(Callier, 2016; Koster et al., 2011; Takeuchi et al., 2011; Wikaningrum, 2007). Low

intent to leave and high organizational commitment equates to higher retention, cost

savings, knowledge retention, and knowledge sharing; all of which strengthen the competitive advantage of an organization (Brien et al., 2015; Koster et al., 2011). Failure to identify specific types of employee interactions that contribute to reducing intent to leave and increasing organizational commitment could have negative impacts on an organization's ability to sustain a competitive advantage (Koster et al., 2011; Shuck et al., 2014).

Purpose of Study

The purpose of this study is to determine the types of social exchange that have the greatest effect on organizational commitment and intent to leave in a casino resort environment. Understanding organizational social exchange relationships can positively impact moral, knowledge sharing, and turnover leading to increased competitive advantage (Brien et al., 2015; Koster et al., 2011). The goal is to measure Leader-member exchange (LMX), team member exchange (TMX), and coworker exchange (CWX) to determine which variable leads to higher levels of organizational commitment and lower intentions to turnover. By identifying social exchange metrics leading to higher organizational commitment and lower intent to leave, organizations can foster human resources strategies aimed at encouraging high-quality interactions among employees.

Research Objectives

The study addresses the following research objectives:

RO 1. Describe demographics of the participants in the study: participant's age, gender, ethnicity, position, tenure in the position, and tenure in the organization.

RO 2. Determine the relationship between the employee's perception of Leader-member exchange and organizational commitment.

RO 3. Determine the relationship between the employee's perception of team member exchange and organizational commitment.

RO 4. Determine the relationship between an employee's perception of coworker exchange and organizational commitment.

RO 5. Determine whether leader-member exchange, team member exchange, or coworker exchange has the greatest influence on organizational commitment.

RO 6. Describe the influence that an employee's perception of organizational commitment has on the employee's perception of intent to leave controlling for the employee's perception of Leader-member exchange, team member exchange, and Coworker Exchange.

RO 7. Describe the influence of the employee's perception of Leader-member exchange, team member exchange, coworker exchange, and organizational commitment on the employee's perception of intent to leave.

Conceptual Underpinnings of the Study

Social exchange rests on the conceptual foundation of verbal and non-verbal interactions occurring in an organization (Antar, 2012; Baker & Omilion-Hodges, 2013; Murillo, 2006; Yeh, 2005). The relationship with the supervisor, known as leader-member exchange (LMX), evolves from the vertical dyad linkage theory due to the dyadic direction of the relationship (Liden, Wayne, & Stilwell, 1993). The relationship with the team, or team member exchange (TMX), evaluates the employee's total

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perception of their team. Seers (1989) introduces team member exchange with underpinnings developed from role theory. The relationship with coworkers, coworker exchange (CWX), evaluates the quality of the relationship the employee feels he shares with any one individual on the team reporting to the same supervisor (Sherony & Green, 2002). coworker exchange (CWX) conceptual underpinning, Group Theory, states that coworkers foster support and feelings of trust in the working relationship (Sherony & Green, 2002). These relationships remain vital because it gives the coworkers trusted relationships and a person to confide in at work (Sherony & Green, 2002; Wikaningrum, 2007).

Social exchange relationships prevail as an essential contributor to commitment in an organization (Dolden, 2001; Brunetto et al.,2014; Baker & Omilion-Hodges, 2013; Porter et al., 1976; Mowday et al.,1979; Sherony & Green, 2002; Wikaningrum, 2007). Per Mowday, Steers, and Porter (1979), organizational commitment surpasses loyalty as a feeling of desire to contribute to the well-being of the team and organization. Organizational commitment developed through the underpinnings of Field Theory and Human Relations Theory. Field Theory suggests that individuals become more aware of stimuli when they get closer in proximity (Becker, Billings, Eveleth & Gilbert, 1996; Bishop, Scott, & Burroughs, 2000; Lewin, 1943). Human Relations Theory states that organizations must cultivate and invest in employees to achieve the most productivity and rewards (Overvold, 1987). According to Koster et al. (2011), Human Capital Theory supports the concept of intent to leave. When organizations invest in Human Capital Development, a desire to remain in the organization increases and intent to leave declines

(Koster et al.,2011). Figure 1 illustrates the conceptual framework and theoretical

underpinnings as described.
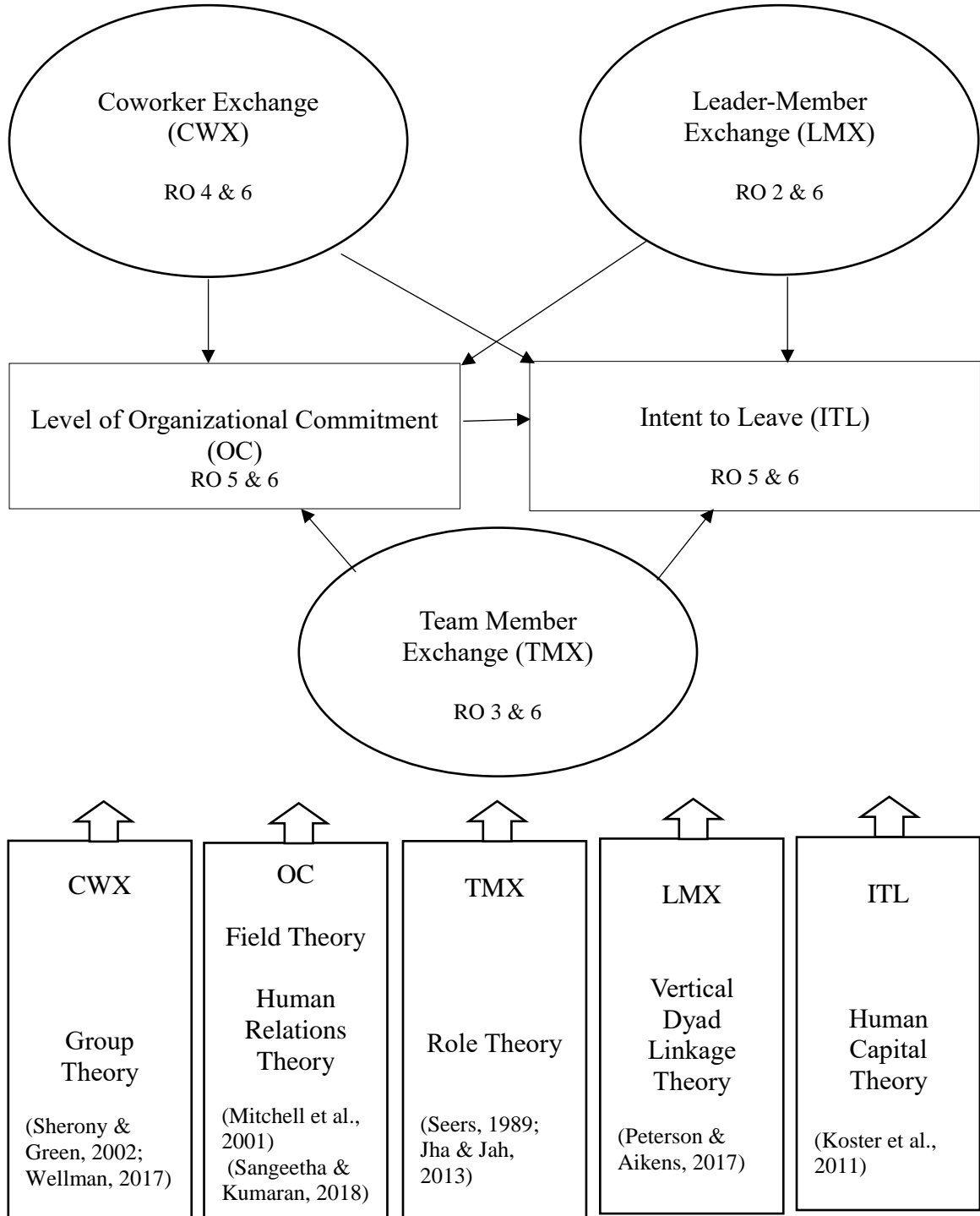
Figure 1. Conceptual Framework

Notes. CWX is the abbreviation for Coworker Exchange. OC is the abbreviation for Organizational Commitment. TMX is the abbreviation for Team Member Exchange. LMX is the abbreviation for Leader-Member Exchange. ITL is the abbreviation for Intent to Leave.

Significance of Study

Limited studies exist regarding social exchange interactions (leader-member exchange, team member exchange, and coworker exchange) in the hospitality industry. Through research, only four studies explore leader-member exchange, team member exchange, and coworker exchange simultaneously (Bruning & Seers, 2004; Mazur, 2014; Omilion-Hodges et al.,2016; Schmidt, 2006). To date, no other research measures all three variables simultaneously and independently to determine specific interactions leading to increased levels of organizational commitment and lower levels of intent to leave in the hospitality industry. By organizations determining if one or more types of social exchange interactions can influence organizational commitment levels and intent to leave, implementation of focused human resources development (HRD) strategies may facilitate high-quality exchanges among employees.

Definition of Terms

The following definitions provide context for this study:

1. *Coworker Exchange (CWX)*- The dyadic exchange relationship that occurs between a team member and a coworker (Sherony & Green, 2002).

2. *Intent to Leave*- An expressed intent to leave an organization at a future date (Kim, Price, Mueller, & Watson, 1996).

3. *Leader-Member Exchange (LMX)*- An exchange relationship defined by reciprocal behaviors that occur through leaders-member transactions in a dyadic relationship (Scandura & Graen, 1984).

4. *Member-Member Exchange (MMX)-* The dyadic exchange relationship that occurs between each of the members of a workgroup. This concept was used by Sherony and Green's when developing the concept coworker exchange (CWX) (Bruning & Seers, 2004).

5. *Organizational Commitment-* The strength and degree of a person's commitment and feelings of attachment to an organization (Porter & Smith, 1976).

6. *Reciprocity-* An equal exchange of something received; good or bad (Cohen & Bradford, 2005).

7. *Social Exchange-* The cost and rewards elicited through an interaction involving two people (Homans, 1958; Emerson, 1976; Emerson & Cook, 1978).

8. *Team Member Exchange (TMX)-* The mutual exchange of information and help between a coworker and their team (Seers, 1989).

9. *Voluntary Turnover-* The permanent voluntary departure from an organization (Mitchell et al., 2010).

Summary

Research on social exchange in the workplace remains a topic of interest spanning decades (Alfes, Shantz, Truss & Soane, 2013; Brien et al.,2015; Caillier, 2016; Cook, Emerson, Gillmore, & Yamagishi, 1983; Cropanzano & Mitchell, 2005; Crosbie, 1972; Emerson, 1976; Homans, 1958; Ko & Hur, 2014; Mei Peng et al., 2017; Neff, 2008; Yamagishi & Kiyonari, 2000;). Understanding what makes a more committed team member aids in sustaining a competitive advantage and retaining talented workers (Zhao et al., 2013). An avoidable financial cost associated with employee turnover exists (Chickwe, 2009). When employees intend to leave, coworkers affected by the negative

impact feel anxiety and similar feelings of withdrawal (Krausz et al.,1999; Scott, Connaughton, et al., 1999). Positive, high-quality social exchanges cultivate feelings of organizational commitment (Brunetto et al.,2014; Dolden, 2001; Mowday et al., 1979; Baker & Omilion-Hodges, 2013; Porter et al., 1976; Sherony & Green, 2002; Wikaningrum, 2007). A positive social exchange occurs when a leader, team, or team member initiates an act of goodwill and receives reciprocation (Caillier, 2016). This relationship leads to higher levels of organizational commitment and lower intentions to leave (Caillier, 2016).

This study examines Leader-member exchange, team member exchange, and coworker exchange and the relationship between organizational commitment and intent to leave. Team members employed by a casino resort property participate in a survey to provide a deeper understanding of how leader-member exchange, team member exchange, and coworker exchange impact organizational commitment and intent to leave. By identifying high-quality relationships that exist among leaders and team members, HR professionals may obtain ways to develop strategies targeted at fostering those relationships. Little research to date explores social exchange among all levels of employees in the hospitality industry (Brien et al.,2015). No study to date explores leader-member exchange, team member exchange, and coworker exchange simultaneously in the hospitality industry. This study addresses a gap in the research and explores the relationship of social exchange with organizational commitment and intent to leave.

CHAPTER II – LITERATURE REVIEW

To sustain competitive advantage within an organization, many scholars and practitioners look towards Human Capital Development as a model to achieve and retain a productive and healthy workforce (Koster et al., 2011). According to Crook, Todd, Combs, Woehr, and Ketchen (2011), "…firms not only should attract, invest in, and develop human capital but should also retain experienced managers and employees…" (p. 451). The foundation of human capital development rests on competitive advantage and sustainability (Yeh, 2005). human resource development theory explains the process of identifying opportunities for improvement and establishing ways to execute those processes to improve performance (Swanson & Holton, 2009). Human resources development theory explains how and why the implementation of improvement processes remain necessary (Swanson & Holton, 2009).

A significant gap exists in research regarding a lack of evidence of specific types of social exchanges occurring in an organization (Mazur, 2014; Omilion-Hodges et al., 2016; Sherony & Green, 2002). An abundance of research exists regarding the variables in an individual's level of organizational commitment in a dyadic relationship. However, only a handful of studies address the impact of leader-member exchange, team member exchange, and coworker exchange as individual, independent variables (Mazur, 2014; Omilion-Hodges et al., 2016). Research must consider all variables contributing to the desired outcome to ensure effective HRD strategy implementation (Omilion-Hodges et al., 2016).

Organization's continue trending towards flat, team-centric environments that include team and workgroup dynamics (Friedman, 2005; Gerth & Rothman, 2007;

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Moretti, 2012; Stark & Milway, 2015). With a shift towards collaborative work groups'

instead of independent work, a need exists to study leader-member exchange, team

member exchange, and coworker exchange collectively (Omilion-Hodges et al.,2016).

The social exchange theory framework helps scholars and practitioners understand the

underlying dynamics of social exchange. Healthy and productive relationships in an

organization prove most important to facilitate feelings of trust, obligation, and

commitment (Brien et al.,2015; Ghosh, 2013; Gillis, 2008).

<div align="center">Social Exchange Theory</div>

Early theorists define social exchange as the costs and rewards elicited through an

interaction involving two people (Cook & Emerson, 1978; Emerson, 1976; Homans,

1958). High-quality social exchange occurs when both parties feel as though an equal

cost transaction occurs (Dolden, 2001). Social exchange can occur within a single

context or over a period of time. When a coworker elicits a favor, a spoken or unspoken

agreement occurs and the favor gets returned at another time. This reciprocal agreement

explains one where both parties feel equally rewarded (Alfes, Shantz, Tuss, & Soane,

2013; Gillis, 2008; Shuck, Twyford, & Shuck, 2014). According to Wikaningrum

(2007), high-quality interactions lead to group cohesiveness and group satisfaction.

Like the development of any theory, social exchange theory builds on notable

literature. Homans, referred to as the father of social exchange theory and inspired by

small group interactions, began his career as a Sociologist (Trevino, 2009). However,

through his interest and work with social exchange theory, his research evolved into

social psychology approach (Trevino, 2009). Inspired by the Hawthorne research studies

and the behavioral research of B.F. Skinner, Homans's work took an individualistic

approach by proposing social interactions occur based on individual rewards (Trevino, 2009). In his early work on social exchange, Homans's (1958) compares human behavior to Skinner's work with pigeons and rewards.

> In particular, we must suppose that, with men as with pigeons, an increase in extinction, satiation, or aversive stimulation of any one kind of behavior will increase the probability of emission of some other kind. With men, as with pigeons, the greater the reinforcement, the more often is the reinforced behavior emitted. (p. 599)

According to Homans (1958), social behavior describes the exchange of anything seen as valuable. It could be material or non-material such as non-tangible feelings of honor or prestige (Homans, 1958). A few years later, Homans's published work outlining the simplest foundation of thought regarding why human behavior; foundational elements referred to as propositions (Homans, 1961). The idea of Homans's propositions of elementary forms of behavior includes assumptions rooted in behavioral psychology and sociology and describe adverse ideas such as reward and punishment, deprivation and satiation, cost and profit, and aggression and approval (Trevino, 2009). Homans's propositions explain the reasons humans act as they do (Peykani & Nosouhi, 2016). Homans's proposal explains the formation and maintenance of social structures (Trevino, 2009).

Most notably of Homans's propositions, the first three explain reinforcement. Proposition one, the Success Proposition, states "For all actions taken by persons, the more often a person is rewarded, the more likely the person is to perform that action" (Homans, 1961, p. 16). This proposal suggests a person engages in an action when

rewarded and less likely when not. If a worker receives a paycheck, for a specified

amount of work, then he likely continues to engage in the work. However, if no reward

exists, then the work will likely stop. Homans urges followers not to confuse this step

with a series of cause and effect but the likelihood a behavior will increase or decrease

with the response of a reward or absence of reward (Homans, 1961). Because this

proposition occurs on a non-cause and effect assumption, it cannot be falsified, according

to Emerson (1976).

Proposition two, the Stimulus proposition, assumes if a past stimulus or action has

resulted in a reward and current conditions appear similar, the individual likely repeats

the response (Homans, 1974). When a physician successfully treats unexplained

symptoms with a specific medication, he will likely address other patients with the same

symptoms the same way. The more similar the current variables, the more likely

repetition occurs (Peykani & Nosouhi, 2016).

Homans's (1961) third proposition, the Value Proposition, states, "The more

valuable to a person is the result of his action, the more likely he is to perform the action"

(p. 25). If a person considers the reward of value, the more likely the person engages in

the behavior. According to Homans (1961), the Value Proposition occurs for either

positive or negative reward. If a person feels the reward lacks value, the less likely the

behavior occurs. By separating stimulus and response actions of social exchange,

Homans attracts considerable attention to the science of social exchange.

In the late 1950's, the field of social exchange started to evolve. Thibaut and

Kelley (1959) introduce the theory of interdependence in the book *The Social Psychology

of Groups*. The concept of interpersonal relationships categorizes different types of the

meaning of rewards and costs. High-quality social exchange occurs when the rewards

perceived outweigh costs (Thibaut & Kelley, 1959). As cited in Emerson's work (1976),

Thibaut and Kelley's inductive research builds upward from the concept of psychological

reasoning and exchange to the dyad of small groups. Much of the research on

interdependence focuses on the rewards of social, emotional, opportunity, and

instrumental costs existing in close personal relationships (Rusbult, Agnew, & Arriaga,

2011; Thibaut & Kelly, 1959; Kelley & Thibaut, 1978).

The study of small group interactions continues through the work of Blau (1964)

from an economic and utilitarian perspective. Blau believes that even though social

exchanges incur a future obligation, those obligations generate because of personal

obligations to others through reciprocal exchange, not pre-specified obligations (Blau,

1964; Cook, Emerson, Gilmore & Yamagishi, 1983; Cropanzano & Mitchell, 2005;).

Blau proposes that reciprocal exchange occurs based on personal, felt obligations to the

person or the group. In his earliest works, Blau (1960) suggests that high-quality social

interactions of groups occur when groups align in level of attractiveness to one another

(p. 546). Per Blau, each member continues to work towards remaining attractive to

others in the short and long-term (Neff, 2008). Blau's studies evolved into the

development of Macrostructural Theory. In the early stages, Blau (1977) attempts to

combine social exchange economics and utilitarianism to explain how social structures

evolve and sustain within populations and classes (Blau, 1977; Cook, Emerson, Gilmore

& Yamagishi, 1983). For example, attractiveness factors include high levels of power,

similar values, and pleasing personality in a social setting (Blau, 1960). Inequalities arise

when an individual holds more power in a social situation than others (Cook et al., 1983).

With the shift of power defining the development of social exchange, Emerson insists that others view social exchange less as a theory and more as a framework (1976). Table 1 summarizes literature related to the evolution of the contribution of social exchange theory. Emerson's inspiration evolves from early contributions of Homan and Blau. Emerson (1976) contends, "The basic assumptions of social exchange theory proposed that (a) relationships with others as well as organizational systems are interdependent and that (b) existence within a context was a relational process" (p. 336). Like Blau, Emerson believes power and social structure are primary drivers of social exchange (Cook et al., 1983). Shuck, Twyford, Reio, and Shuck (2014) define social exchange as a set of reciprocal obligations. According to Emerson (1976), psychologists refer to reciprocity as "contingent return reinforcement," and economists call it "reciprocally contingent flow exchange" (p. 359).

Table 1

Contribution to Social Exchange Theory and Framework

Year	Researcher(s)	Contribution
1958	Homans, G.	Theory of reinforcement is an individualistic approach to behavior defined by behavioral propositions; success, stimulus, and value proposition.
1959	Thibaut, J. & Kelley. H.	Theory of interdependent behavior defined by interpersonal relationships and the cost and rewards associated with those relationships.

Table 1 (continued).

1960	Blau, P.	Theory of social integration and macrostructural theory both defined by an economic and utilitarian perspective of behavior measured by the cost and rewards of personal obligation in social interactions within and across social classes.
1976	Emerson, R.	Shift from theory of social exchange to a framework defined by power, social structure, and reciprocal behavior.
1983	Cook, K., Emerson, R., Gillmore, M., & Yamagishi, T.	Continued research of Emerson through examination of power-dependence principals in within groups based on the possession of resources and their shared distribution of resources in social power.
2000	Yamagishi, T., & Kiyonari, T.	Research outlines the theory of generalized reciprocity of group interactions. An exchange is considered generalized from anyone considered a group member and not based on an obligation of returning favors from a particular person; equitable give and take.
2013	Soltis, S., Agneessens, F., Sasovova, Z., & Labianca, G.	Proposes a model of social interactions and outcomes defined by social webs that occur within an organizational group. Social ties determine feelings of support and turnover intentions.
2013	Zhao, X., Sun, T., Cao, Q., Li, C., Duan, X., Fan, L., & Liu, Y.	Study that extends the research of job embeddedness and social tie impact on positive work-related outcomes.
2015	Brien, A., Thomas, N., & Hussein, A.	An examination of social capital theory and its impact on trust, commitment, and influence.

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Reciprocity

  Social exchange theory describes exchange interactions occurring through variables of reciprocity (Alfes, Shantz, Truss, & Soane, 2013; Caillier, 2016; Emerson, 1976;). Scholars define Reciprocity as an equal exchange of something of value; good or bad and based on a moral code of ethics (Cohen & Bradford, 2005; Gouldner, 1960). Reciprocity occurs upon receiving a favoring and feeling obligated to reciprocate. The individual feels a moral obligation to return the favor at a future date. This transaction, the 'norm of reciprocity' (Gouldner, 1960), remains highly evident in interactions of social exchange.

  The literature outlines three specific types of reciprocity existing in social exchange: (a) generalized; (b) balanced; (c) negative reciprocity. Generalized reciprocity exists when a favor occurs without the intent of receiving a favor of equal value or any at all (Neff, 2008). Social behaviors of generalized reciprocity symbolize family interactions. For example, doing favors for one another, cooking dinner, and giving money represent informal exchanges of family members without the expectation of receiving anything in return (Neff, 2008). Yamagishi and Kiyonari (2000) provide an in-group example of favoritism to describe Generalized Reciprocity. When members of a group highly favor one another, Generalized Reciprocity occurs.

  A second form of reciprocity, balanced reciprocity, describes how one might typically think of reciprocity (Levi-Strauss, 1969). In balanced reciprocity, for every action or favor performed, an equal and timely action or favor returns (Moliner, Martínez-Tur, Peiró, Ramos & Cropanzano, 2013; Neff, 2008). This type of exchange exists during payment for work or money in exchange for goods.

A final form of reciprocity, negative reciprocity, happens when the cost of the action proves higher than the reward. A negative exchange occurs when an individual does not return a promised action (Neff, 2008). Ill will, or resentment, occurs when an expected exchange does not happen, or a person gets treated adversely (Barclay, Whiteside, & Aquino, 2014; Gouldner, 1960). Negative feelings cause troubled relationships between leaders and subordinates, team members, and workgroups. Feelings that occur as an effect of generalized, balanced, or negative reciprocity influence commitment levels of the team and organization (Callier, 2016). This type of commitment, called organizational commitment, drives feelings of loyalty and intent to remain in the organization (Dolden, 2001).

<div align="center">Organizational Commitment</div>

Organizational commitment research focuses on the organizational behavior of the individual and the likelihood of the person to remain in the environment. Individual organizational commitment categorizes in three ways (Mowday et al.,1979). First, personal values must align with the organization's goals. Next, a willingness to work towards the accomplishment of the organizational goals must exist. Finally, employees must have a desire and commitment to remain in the organization and become a part of its culture (Mowday et al.,1979).

Organizational behavior evolved in the years following the civil war and during the onset of the industrial revolution (Locke, 1982; Payne, Youngcourt, & Watrous, 2006). Taylor (1911), also known as the father of scientific management established the first known principles of organizational commitment (Boddewyn, 1961). Taylor's work encourages worker incentives based on four principles (Boddewyn, 1961; Taylor, 1911):

1. Identifying tasks of every job.

2. Training employees in the most efficient processes.

3. Managers actively communicating with workers on how to complete work.

4. Management dividing work equally, and management continuously evaluating to ensure fairness and equality.

In the early 1900's, expanding on the research of Taylor (1911), Mayo (1949) and researchers conduct the Hawthorne Studies at an electric company in Chicago (Sonnenfeld, 1985). The Hawthorne Studies established productivity differences among different levels of lighting illumination for workers in a factory setting. Unintentional changes in productivity, absenteeism, and social interactions all showed significant outcomes due to supervisory observation, not lighting changes, as intended (Mayo, 1949; Sonnenfeld, 1985). The study marks the beginnings of social and organizational behavior theory research (Sonnenfeld, 1985).

Human relations theory evolved from the Hawthorne studies phenomenon (Franke & Kaul, 1978; Overvold, 1987; Sangeetha & Kumaran, 2018). Human relations theory purports the idea that organizations should cultivate recognition, achievement, and companionship to improve productivity and gain greater rewards (Overvold, 1987). Mayo's study reveals not only the environmental effects and improvements in productivity but management's increased involvement and observance of the processes (Overvold, 1987).

In Mayo's later research, he realized an individual inclination to tie his personal identity to a professional tendency for success in an organization (Sarachek, 1968).

According to Sarachek (1968), Mayo's work and organizational vision hold two main assumptions:

1. Most men are impelled by their own nature to seek some basis
   for social alliance and productivity cooperation with one
   another.

2. Appropriate alterations in the individuals' current environment
   can foster improved mental health and personal satisfaction, as well as
   calling forth more productive cooperation between people and
   between the groups to which they feel affiliations. (p. 189)

In other words, Mayo understands the importance of an individual's sense of fit in an organization and an organization's responsibility to provide an environment of fairness and cooperation to its intent and goals. Perceived environmental fairness facilitates positive social exchange as good intentions and fair treatment encourage high performance, commitment, and intent to remain in an organization (Avanzi, Fraccaroli, Sarchielli, Ullrich, & van Dick, 2014).

Social Exchange Theory and Organizational Commitment

Organizational commitment directly effects the health of an organization, heightens competitive advantage, (Fu & Deshpande, 2012) and encourages employees to increase commitment by increasing feelings of security and satisfaction with working conditions (Ramay, 2012). Lewin's field theory (Lewin, 1943) best describes commitment as a cycle of social exchange. According to the field theory, individuals pay more attention to stimuli in closer proximity; physically or psychologically (Becker et al., 1996; Bishop, Scott, Burroughs, 2000; Lewin, 1943). Trust and commitment serve as an

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underlying building block of social exchange theory (Antar 2012; Ghosh, Reio, & Bang, 2013; Cropanzano & Mitchell, 2005). The cycle of building commitment in a group setting begins with an individual offering an action or favor to another and the reciprocation of the favor. This process creates a cycle likely to continue (Callier, 2016; Cropanzano, 2005). The exchange inspires feelings of 'goodwill' towards the workgroup and organization eliciting high performance and encouraging an innovated climate from the individual (Dolden, 2001; Callier, 2016). Thus, the cycle of commitment begins.

Research suggests that individuals do not use the same type of behavior across relationships (Gillis, 2008). An individual's actions and behavior depend on their level and type of commitment. Existing research suggests that organizations strive to determine the elements leading to employee retention and commitment. Past organizational commitment research explores both unidimensional and multidimensional concepts of organizational commitment (Mowday, 1999). Beginning stages of organizational commitment research sought to identify commitment as a single construct (Mowday et al.,1974. However, as the study evolved, researchers such Meyers and Allen (1991), proposed the idea of multiple constructs to capture different types of commitment in an organization. Regardless, identifying the critical factors of what makes people stay in an organization continues as a goal of researchers and practitioners. Table 2 outlines significant contributions in the field of Organizational Behavior and Commitment.

Table 2

Contributions to Organizational Commitment and Behavior Research

Table 2 (continued).

Year	Researcher(s)	Contribution
1911	Taylor, F.	Taylor first introduces scientific management principles in organizations. His work outlines ideas of how factory management processes influence employee efficiency.
1949	Mayo, E.	This groundbreaking study illuminates the important effects that supervisors have on workers when they know someone is watching, productivity increases.
1960	Becker, H.	The first introduction of the theory of organizational commitment defined by "side-bets" made by employees within an organization.
1976	Porter. L., Crampon. W. & Smith, F.	Study investigating the relationship among management trainees level of organizational commitment and turnover. Suggests that when organizational commitment declines, turnover is likely to occur shortly after.
1979	Mowday, R., Steers, R., & Porter, L.	Development and testing of the organizational commitment Questionnaire. The study recognizes commitment as a more global and consistent construct than job satisfaction.
1982	Mowday, R., Steers, R., & Porter, L.	A concise and thorough investigation of organizational commitment, absenteeism, and turnover and further validation of the organizational commitment Questionnaire.

Table 2 (continued).

1991	Meyer, J. & Allen, N.	Development of the three-component model of commitment; affective, continuance, and normative commitment.
1999	Mowday, R.	A 25-year exploration of organizational commitment as compared to Porter's organizational commitment questionaire research. Discussions of significant instruments developed to measure commitment and suggestions for future research to advance the field of study.
2002	Meyer, J., Stanley, D., Herscovitch, L., & Topolnytsky, L.	A meta-analytic review of research regarding the three-component theory of commitment and antecedents that affect normative, affective, and continuance commitment.
2014	Brunetto, Y., Shacklock, K., Teo, S., & Farr-Wharton, R.	Research aimed at examining the relationship between supervisor/subordinate relationships and the impact on commitment and perceived organizational support.

Antecedents of Organizational Commitment

Organizational commitment, first introduced by Becker in 1960, describes the concept as a type of "side-bet" (p. 33) or by-product occurring because of participation in a social culture. Becker describes a "side-bet" as an extraneous variable occurring outside of the original agreement (1960). The employee finds an additional element of value within the organization that did not exist upon entry into the group (Becker, 1960).

Organizational research continues to explore the phenomena of human relations theory to explain organizational productivity and commitment. Hosmer (1995) asserts

that establishing trust is instrumental for management to execute successful

organizational operations. The definition of trust is, "an underlying assumption of a

moral duty with a strong ethical component owned by the trusted person to the trusted

individuals" (Hosmer, 1995, p. 381). Hosmer's research assumes that trust underlies the

elemental link between organizational theory and moral obligation. He believes the

development of trust among management and workgroups drives elevated levels of

productivity through a human relations approach (Hosmer, 1995). Trust strengthens the

relationship of social exchange and prolongs the interval of expectation of the favor's

return (Neff, 2008). When people establish healthy relationships founded on trust, the

completion of work will likely occur.

Many studies focus on job satisfaction's correlation to organizational commitment

(Ramay, 2012; Fu & Deshpande, 2012; Mobley, 1977). However, research suggests job

satisfaction is an antecedent, or predictor, of commitment (Leit, Rodrigues, &

Albuquerque, 2014). According to Mowday, Steers, and Porter (1979), commitment

becomes more stable over time than job satisfaction. In other words, job satisfaction can

change from day to day and job commitment remains the same over a longer period.

Multiple types of commitment and outcomes appear in the literature under various

themes; turnover, reciprocity, relationship to absenteeism, and perceived organizational

support (Brien et al.,2015; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Mowday

et al.,1982).

Types of Commitment

Throughout its evolution, organizational commitment uses a multitude of

measures to explain the bond occurring between an employee and an organization.

Researchers, including Mowday, Steers, and Porter (1979), measure antecedents of commitment based on attitudinal and behavioral factors. These two factors of commitment address how an employee feels and how they behave. Attitudinal commitment characterizes as, "the psychological attachment to the organization driven by an employee's identification and involvement with the organization" (Jaussi, 2007, p. 52). This type of commitment indicates how well an individual's values and beliefs align to the organization, as well as an employee's desire to remain with the team (Mottaz, 1989). High levels of attitudinal commitment indicate a stronger psychological tie to the organization (Ishaq & Khalid, 2014; Maia, Bastos, & Solinger, 2016; Mowday et al.,1979).

Iverson and Roy (1994) define Behavioral Commitment as an "employee's intention to stay in an organization" (p. 17). Behavioral Commitment encompasses elements that describe an individual's intent to stay or leave. Behaviors bind and link an individual to an organization, and a sacrifice or cost could occur if the person decides to leave the organization (Mowday et al.,1979).

Mowday, Steers, and Porter (1979) developed the organizational commitment Questionnaire to measure attitudinal and behavioral constructs of an individual within an organization. The researcher scale reliably measures three elements (Mowday et al.,1979, p. 226).

1. A strong belief in and acceptance of the organization's goals and values;

2. A willingness to exert considerable effort on behalf of the organization;

3. A strong desire to maintain membership in the organization.

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Although the scale measures behavior and attitude simultaneously in many case studies, the two elements have very distinct differences outlined throughout the evolution of organizational commitment (Meyer & Allen, 1991).

Attitudinal commitment motivates because one believes in, or identifies with, or is influenced by the costs and benefits of sustaining a course of action. A behaviorally committing action, on the other hand, produces eventual consistency because of certain social-psychological implications, including internal and external forms of justification. (Overton & MacVicar, 2008, p. 61) Iverson and Roy contented (1994), in comparing the two factors, Behavioral Commitment bests predicts turnover.

Allen and Meyer (2000) developed an alternative model in the field of organizational commitment, the Three-Component Model of organizational commitment focuses on behavioral and attitudinal factors of organizational commitment and the relationship on each other (Meyer & Allen, 1991; Meyer, Stanley, & Parfyonova, 2012). Affective commitment, continuance commitment, and normative commitment make up the three components of Meyer and Allen's model.

Affective, or attitudinal, commitment describes an individual's emotional attachment to the organization (Kanter, 1968; Meyer & Allen, 1991; Meyer & Herscovitch, 2001). Under the affective approach, employees remain in the organization because they "want" to (Meyer & Allen, 1991, p. 67). Personal characteristics and work experience explain factors psychologically driving affective commitment (Mowday et al., 1982). A link exists between high levels of affective, or emotional, commitment in team members with a negative correlation of turnover intentions (Kang, 2015; Zhao et al., 2013).

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Continuance commitment refers to the personal, perceived costs of leaving an organization (Meyer & Allen, 1991; Meyer, Stanley, & Parfyonova, 2012). Becker's (1960) "side-bets" illustrates the idea of continuance commitment. Employees that stay in an organization due to continuance commitment variables do so because they "need" to (Meyer & Allen, 1991, p. 67). Antecedents leading to continuance commitment represent anything considered a perceived cost upon exiting the organization. These types of precursors occur through elements of perceived organizational support and social exchange (Shore & Wayne, 1993).

Normative Commitment (Meyer & Allen, 1991), describes the internal feeling that an individual possesses when he believes remaining in the organization is the "right thing to do" (p. 67). Normative commitment occurs due to a variety of factors or investments that the organization makes for the individual (Meyer & Allen, 1991). The employee feels as though they "ought" to stay (Meyer & Allen, 1991, p. 72).

According to Meyer et al. (2002), "It is now well recognized, for example, that commitment is a multidimensional construct and that the antecedents, correlates, and consequences of commitment vary across dimensions" (p. 21). Social theories underlie the early research of organizational commitment. According to Becker (1960), "These theories propose that people act consistently because the activity of some particular kind is regarded as right and proper in their society or social group and because deviations from this standard are punished" (p. 33). Social exchange theory highlights the work of Emerson and Blau and their ideas of power and societal places that drive social exchanges. Committed employees want to stay in the organization (Brunetto et al.,2014; Mowday et al.,1979; Scroggins, 2018). However, when a decline in organizational

commitment occurs, separation of employment likely follows (Mobley, 1977; Porter et al., 1976).

Social Exchange Theory and Intent to Leave

Turnover, an "escape strategy," occurs when one experiences feelings of stress or lack of support by the organization (Avanzi et al., 2014, p. 14). Behaviors such as supervisor incivility or negative coworker relations lead to factors of disloyalty, low levels of organizational commitment, high turnover, and absenteeism (Ghosh, 2013; Wikaningrum, 2007). Recent research in social exchange examines a holistic view of leader-member exchange, team member exchange, and coworker exchange and contends that workers and leaders alike have an equal effect on the influence of employee turnover (Cox, 1999). Holistic research suggests that organizational commitment and turnover intentions equally affect all types of social exchange in the workplace (Omilion-Hodges et al.,2016). Interactions of formal and informal social ties lead employees to experience social webs at work (Soltis, Agneessens, Sasovova & Labianca, 2013). Social networks or relations, according to Soltis, Agneessens, Sasovova, and Labianca (2013), lead to negative interactions and feelings of turnover intentions due to feeling unrewarded and overwhelmed. Organizations can reduce intent to leave and increase organizational commitment by strengthening personal development strategies focused on employer-employee relationships (Koster et al., 2011). When employees feel valued and have positive work experiences, attitudes improve, turnover intentions decrease and performance increases (Carmeli & Weisberg, 2006; Irving & Meyer, 1994; Ko & Hur, 2014, Neff, 2008; Rahman & Nos, 2013). Positive work experiences occur through positive interactions at work (Caillier, 2016). Several turnover models exist which

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significantly contribute to the study of turnover and intent to leave. Dating back to the late 1950's, turnover models help researchers understand and identify how employee turnover intentions evolve (Brien et al.,2001; March & Simon, 1958; Mitchell, Holtom, Lee, Sablynski, & Erez, 2001; Mobley, 1977; Ng, 2016; Porter et al., 1976). Table 3 outlines significant contributions in the study of turnover.

Table 3

Contributions to Turnover Literature

Year	Researcher(s)	Contribution
1958	March, J. & Simon, H.	Introduction of the Process Model of Turnover that includes two variables: the decision to produce or the decision to participate.
1976	Porter. L., Crampon. W. & Smith, F.	An investigation of the relationship among management trainees level of commitment and turnover suggests that when commitment declines, turnover is likely to occur shortly after.
1977	Mobley, W. H.	Introduction of the Intermediate Linkage Model that outlines cognitive withdrawal stages that an employee experiences before actually leaving an organization.
2001	Mitchell, T., Holtom, B., Lee, T., Sablynski, C., & Erez, M.	Introduction of Job Embeddedness framework as a social web of links fits, and sacrifices considered when leaving an organization.
2015	Brien, A., Thomas, N., & Hussein, A.	Research suggests that lower turnover and greater productivity occurs when trust develops and communication is encouraged among coworkers and supervisors.

Table 3 (continued).

| 2016 | Ng, T. | An investigation of young, educated professionals early in their career and perceived organizational embeddedness. Research suggests that respect was a significant variable in facilitating job embeddedness in the initial stages of employment. |

Turnover Models

Porter et al. (1976) suggest employees begin to exhibit behaviors of intent to leave and declining organizational commitment before leaving occurs. The earliest notable contribution to turnover research, March and Simon's Process Model of Turnover (1958), characterizes the variables of decision-making as producing organizational equilibrium. Organizational equilibrium occurs when the perceived contribution of the individual and the organization appear equal (Holtom, Mitchell, Lee, & Eberly, 2008; March & Simon, 1958). March and Simon refer to the two variables the decision to produce and the decision to participate (Bowen & Siehl, 1997; March & Simon, 1958). According to the model, the employee's decision to stay or leave remains dependent on how much support they perceive they receive from the organization (Bowen & Siehl, 1997; March & Simon, 1958).

Early notable literature (Mobley, 1977) presents a cognitive process leading to intention to quit described by steps of withdrawal known as the Intermediate Linkage Model. Steps of cognitive process withdrawal include (Mobley, 1977):

1. Evaluation of existing job

2. Experienced job satisfaction-dissatisfaction

3. Thinking of quitting

4. Evaluation of expected utility of search and cost of quitting

5. Intention to search for alternatives

6. Search for alternatives

7. Evaluation of alternatives

8. Comparison of alternatives vs. present job

9. Intention to quit or stay

10. Quit or stay. (p. 238)

Mobley's framework, based on prior research of job satisfaction and organizational withdrawal, provides a heuristic model to help understand and guide future research (Mobley, 1977; Mobley, Horner, & Hollingsworth, 1979). A significant amount of variability exists between steps, and some skipping of steps occurs in the withdrawal process (Mobley, 1977; Wittmer, Shepard, & Martin, 2014). Later, Mobley, Horner, and Hollingsworth (1978) attempt to validate the steps of withdrawal as proposed by Mobley in 1977. They find intentions to quit and actual quitting behavior highly correlates (Mobley et al., 1978).

Another model of turnover, Job embeddedness, attempts to explain the elements that lead to employee retention and account for the variance existing in alternative turnover models (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). According to Mitchell et al. (2001), Job embeddedness measures and predicts voluntary turnover and intent to leave. Job embeddedness evolved from Lewin's Field Theory and the Embedded Figures Test (Michell et al., 2001). "Metaphorically, job embeddedness is like a net or a web in which one can become 'stuck'" (Mitchell et al., 2001, p. 7).

Employee's lives become embedded in details specific to different elements in their personal and working lives. The level of embeddedness determines a person's likelihood of staying or leaving an organization. Embeddedness measures three distinct levels: (a) links; (b) fits; (c) sacrifices (Mitchell et al., 2001). The authors suggest job embeddedness ranks superior to other models predicting turnover because the model captures elements of both organization and personal life (Mitchell et al., 2001). Constraints do not exist that measures only one or two elements like organizational commitment or Job Satisfaction (Mitchell et al., 2001). According to Mitchell et al. (2001), "Job embeddedness is negatively correlated with intent to leave and turnover" (p. 27). Additionally, prediction of turnover relates to job embeddedness factors when job satisfaction and organizational commitment remain controlled. In related research, Ng (2016) finds respect a contributing factor to increased job embeddedness in the early stages of employment. Respect increases perceived organizational support and decreases intent to leave (Ng, 2016). Job Embeddedness theory accounts for employee work-life balance and provides a strong argument in the field of organizational commitment and turnover by utilizing a holistic view (Mitchell et al., 2001; Ng, 2016; Wikaningrum, 2007; Zhao et al., 2013). Present research continues to focus on the study of social exchange variables that lead to a more committed workforce. For example, if the employee feels the supervisor provides the source of positive benefit and job satisfaction, the employee will have a high-quality leader-member exchange relationship (Cheung & Wu, 2012).

Leader-Member Exchange (LMX)

Leader-member exchange was first known as vertical dyad linkage theory (Jha & Jha, 2013; Kim, O'Neill, & Cho, 2010; Peterson & Aikens, 2017). The vertical dyad linkage theory, developed by Dansereau, Graen, and Haga (1975), attempts to explain the relationship between leaders and subordinates in an organization. Research shows leaders treat their subordinates differently based on subordinate characteristics (Liden & Graen, 1980). Specific characteristics include skills, trustworthiness, and apparent motivation to grow within the role (Liden & Graen, 1980). High-quality relationships usually develop early based on high levels of expectations between leaders and subordinate (Liden et al., 1993). Vertical dyad linkage theory proposes managers employ two distinctive styles of leadership with employees; Leadership and Supervision (Dansereau et al., 1975). The supervisor will only develop a close relationship with few in the workgroup. Others must follow formal rules and policies (Dienesch & Liden, 1986). The two groups described represent the in-group and out-group (Danserereau et al., 1975). The in-group responds favorably to management expectations and styles of leadership as opposed to the out-group (Danserereau et al., 1975). The in-group receives more favorable treatment by being provided with better communication and support (Dansereau et al., 1975). The team members and organization benefit by developing and nurturing high-quality leader-member exchange. High-quality relationships lead to increased job satisfaction, organizational commitment, engagement and lower turnover intentions (Burch & Guarana, 2014; Cheung & Wu, 2012).

Leader-Member Exchange and the Social Exchange Theory

According to Jha and Jha (2013), leader-member exchange (LMX) evolved from social exchange theory, reciprocity, similar attraction theory, and role theory. As previously described, the theory of reciprocity describes the social value found in the exchange of perceived rewards (Molm, Schaefer, & Collett, 2007). When an employee feels a behavior provides a gratifying reward, the employee will continue to engage in the behavior. Theory of reciprocity states the effort and reward should be equally pleasing to both supervisor and subordinate (Dienesch & Liden, 1986). The Theory ofsSimilar attraction states leaders and subordinates with similarities in work ethic, motivation, ideas, and values have higher quality relationships (Barbuto & Giffard, 2012).

Leader-member exchange theory boasts early conceptual underpinnings in role theory (Dienesch & Liden, 1986). However, recent researchers realized social exchange theory best describes leader-member exchange (Dienesch & Liden, 1986). Role theory still holds importance in leader-member exchange. Several phases happen in the role identification process by employees and leaders when entering an organization (Jha & Jha, 2013). Expectations develop into role behavior based on interactions with others in the environment, specifically the supervisor (Dienesch & Liden, 1986). Research confirms satisfied employees have higher levels of organizational commitment and intentions to stay (Bruning & Seers, 2004; Herman et al.,2008; Hu, Tsung-Lin, Haw-Jeng, & Lee-Cheng, 2012; Kamdar & Van Dyne, 2007, Yeh, 2005). Parzefall and Kuppelweiser (2012), report evidence that perceived positive social capital relates to job security and perceived lower social capital links to organizational change and quality of workload.

Research continues to support the linkage between social exchange and perceived organizational support (POS) and higher levels of retention (Baker & Omilion-Hodges, 2013; Ghos, 2013; Lam, 2003; Han & Jekel, 2011). According to Mignonac and Richebe (2013), when employees feel supported by their organization, those feelings directly affect retention through increased job satisfaction and lower occurrences of intent to leave and intent to search for new opportunities. Cheung and Wu (2012) believe efforts exerted by an employee remain dependent on the model of reciprocity. If the employee feels an elevated level of organizational commitment, reciprocity occurs because the employee feels the organization directly provides those benefits and satisfaction (Cheung & Wu, 2012). Similarly, when the employee believes the supervisor provides the source of active interest and job satisfaction, the employee can have a high-quality leader-member exchange relationship (Cheung & Wu, 2012). Cheung and Wu (2012) suggest high levels of leader-member exchange lead to increased job satisfaction and higher levels of organizational commitment with fewer intentions to leave. Similarly, Burch and Guarana (2014) find high-quality leader-member relationships lead to increased follower engagement. Burch and Guarana (2014) emphasize the importance of transformational leadership in creating a high-quality relationship leading to higher levels of satisfaction and lower turnover. According to Jha and Jha (2013), high-quality leader-member exchange relationships lead to increased organizational citizenship behaviors like increased offers to help team members and leaders.

In many cases, leader-member exchange positively links to higher engagement among employees (Burch & Guarana, 2014; Chaurasia & Shukla, 2013). Shantz et al. (2013) performed a study that measures Leader-Member exchange as a moderator of

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employee engagement. Results suggest a strong positive relationship between leader-

member exchange and engagement and a moderate relationship between engagement and

turnover intentions. Matta, Scott, Koopman, and Conlon (2015), propose the correlation

between engagement and Leader-Member exchange occurs from only one perspective or

another. They also believe many of the studies resulting in small effects on the

relationship were due to measuring only one variable, the leader or the subordinate

variable and that an even stronger relationship exists by measuring the leader and the

subordinate relationship views simultaneously (Matta et al., 2015). The outcomes

suggest leader-member exchange has a stronger relationship when both parties hold the

same ideas regarding the quality of the relationship (Matta et al., 2015). When high-

quality relationships form, commitment to the leader and organization strengthens

(Bruning & Seers, 2004). Table 4 summarizes significant contributions made to the field

of leader-member exchange.

Table 4

Contributions to Leader-Member Exchange

Year	Researcher(s)	Contributions
1975	Dansereau, F., Graen, G., & Haga, W.	Introduction of vertical dyad linkage theory. The first attempt to examine the leader/subordinate relationship.
1982	Graen, G., Novak, M., & Sommerkamp, P.	Introduction of the Leader-Member Exchange Scale to measure the strength of the relationship between supervisor and subordinate.
1986	Dienesch, R. & Liden, R.	Explores the multi-dimensional levels that exist within the leader-member exchange framework and proposes a model of relationship development between leader and member.

Table 4 (continued).

1995	Graen, G. & Uhl-Bien, M.	Contributes to the literature of leader-member exchange by providing an evolutionary look at the stages of leader-member exchange: Vertical Dyad, leader-member exchange, Dyadic Partnership, and Group partnerships
2002	Sherony, K. M. & Green, S.	Research introduces coworker exchange and its relationship to leader-member exchange.
2003	Lam, T.	Research examining team member exchange and its relationship to leader-member exchange
2010	Kim, S., O'Neill, J., & Cho, H.	Research examining leader-member exchange and coworker envy evolving literature to focus on more group dynamic outcomes.
2013	Baker, C. & Omilion-Hodges, L.	Research furthering leader-member exchange impact on peer resource sharing.

Leader-Member Exchange and Commitment

Leader-member exchange and organizational commitment remain a focus of

research (Bruning & Seers, 2004; Herman & Dasborough, 2008; Hu et al., 2012; Kamdar

& Van Dyne, 2007, Yeh, 2005). Evidence exists that high-quality leader-member

exchange has significant positive impact on organizational commitment (Bruning &

Seers, 2004). When employees have a high-quality relationship with their leader, they

feel valued and work harder (Kamdar & Van Dyne, 2007). Also, employees enjoy more

negotiating abilities, a higher level of job satisfaction, and higher levels of affective

commitment (Dolden, 2001; Hu et al., 2012; Yeh, 2005). When an employee feels

desired and valued by their leader, they offer innovative and creative ideas (Dolden, 2001). When employees feel ideas are considered and valued, the likelihood to share them increases. The feelings lead to knowledge sharing and productive outcomes at the individual level. Research outlining high-quality leader-member exchange explains the facilitation of workplace friendships, which leads to intrinsic motivation that can increase levels of organizational commitment (Herman et al.,2008; Sherony & Green, 2002). On the contrary, however, when low-quality relationships exist between leaders and members, thoughts of leaving the organization manifest (Han & Jekel, 2011; Baker & Omilion-Hodges, 2013).

Leader-Member Exchange and Intent to Leave

Organizations continue to have concerns with turnover because valued employees will become more challenging to recruit and expensive to replace (Brien et al., 2015; Koster et al., 2011). Research continues to find positive correlations between high levels of leader-member exchange and turnover intentions (DeConinck, 2011; Han & Jekel, 2011). Leader-member exchange can impact multiple variables both directly and indirectly influencing an employee's intent to leave an organization (Bruning & Seers, 2004; Herman & Dasborough, 2008; Hu et al., 2012; Kamdar & Van Dyne, 2007; Yeh, 2005). In his research regarding the influence of leader-member exchange and organizational identification on salespersons roles, DeConinck (2011) reports leader-member exchange, organizational identification, and performance are moderating factors of organizational commitment. According to Han and Jekel (2011), Leader-member exchange relates negatively with turnover intentions; with job satisfaction used as a mediating variable. Additionally, leader-member exchange adversely effects turnover

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intentions due to relationship envy (Kim et al., 2010). Leader awareness is important

regarding the impact of positive and negative factors to ensure equilibrium among their

team (Krausz et al., 1999; Scott, et al., 1999). Examining other types of relationships that

exist in organizations proves just as important. In addition to the value that exists

regarding organizational commitment and team member and supervisor relationships,

horizontal relationships with the workgroup suggest providing similar impact on

commitment in the workplace (Bruning & Seers, 2004; Seers, 1989; Srivastava & Singh,

2015; Willems, 2016; Yeh, 2005).

<center>Team Member Exchange (TMX)</center>

Group dynamic studies continue as a topic of interest in research stemming from

the Hawthorn experiments (Overvold, 1987). However, Srivastava and Singh (2015)

exert team social exchange research remains full of potential for discovery. When

assimilating into an unfamiliar environment, new team members enter with a set of

expectations that determine their view of new surroundings. These expectations, in

conjunction with the team members own views, as explained by Major et al. (1995), lay

the foundation for how successfully team members will socialize and acclimate to new

roles. When team member role expectations are not met upon organizational entry,

factors like commitment, job satisfaction, and turnover intentions are negatively impacted

(Major et al., 1995).

Team member exchange theory, first introduced by Seers (1989), developed from

social exchange theory and organizational role theory. Seers's (1989) research evaluates

the team member's perception of their interaction, or exchange, with their team group

unit by stating, "It (team member exchange) should measure the member's perception of

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his or her willingness to assist other members, to share ideas and feedback and in turn, how readily information, help, and recognition are received from other members" (p. 119). Notably, Seers' research establishes a clear and concise difference between team member exchange and Leader-Member exchange. The two concepts differ based on the type relationship between the employee and the supervisor. In leader-member exchange relationships exists in a dyadic nature; with team member exchange, the relationship is horizontal (Seers, 1989). Another difference includes group peer members do not usually possess the type of role developing resources that occur in the Leader-Member exchange relationships (Seers, 1989).

Srivastava and Singh (2015) identify multiple antecedents that lead to high-quality group exchange. On the individual level, organizational justice, emotional intelligence, and workplace friendship predict high-quality relationships (Srivastava & Singh, 2015). On the group level, antecedents represent a collectivistic orientation, team similarity, team identification, team-member effect, team reflexivity, and group potency (Srivastava & Singh, 2015). Additionally, Srivastava and Singh's review of the literature suggests multiple levels of outcomes. For example, job performance, mental health, and organizational citizenship behaviors remain evident on an individual level and influence team member exchange. Whereas, team conflict, team climate, team innovativeness, team commitment, and team performance affect team member exchange on a group level (Srivastava & Singh, 2015).

Team Member Exchange and Social Exchange Theory

Schermuly and Meyer's (2015) study identifies a positive correlation between team member exchange and feelings of psychological empowerment at work. The

researchers find that team members with low levels of team member exchange also have low levels of psychological empowerment, thus having more feelings of depression (Schermuly & Meyer, 2015). Even though literature exists that boasts some advantages of leader-member exchange over team member exchange (Neff, 2008), research still suggests that team member exchange has some effect on retention in organizations (Neff, 2008). According to Haynie (2012), when exchange quality remains high, the team members will reciprocate and engage as a team. In turn, it encourages motivation and innovation (Haynie, 2012). Kamdar and Van Dyne (2007) suggest that high-quality social exchange can compensate for undesirable characteristics of individual team members. Additionally, high-quality team member exchange leads to better relationships defined by flexibility and openness (Kamdar & Van Dyne, 2007). High-quality team member exchange relationships then have the potential to evolve into workplace friendships with social systems (Herman et al., 2008). Studies suggest that these high-quality relationships lead to higher commitment levels within the organization (Lam, 2003). Table 5 outlines significant contributes in the evolution of team member exchange.

Table 5

Contributions to Team Member Exchange

Year	Researcher(s)	Contribution
1989	Seers, A.	Introduction to team member exchange and scale development.

Table 5 (continued).

1995	Major, D., Kozlowski, S., Chao, G., & Gardner, P.	Research regarding how team member exchange mediates the leader-member exchange relationship. It suggests high-quality team member exchange and leader-member exchange compensate for unmet expectations of new employees.
1999	Witt, L., Hochwarter, W., Hilton, T., & Hillman, C.	Research investigation team member exchange's relationship to commitment. Results were significant that high-quality team member exchange led to higher levels of commitment.
2004	Bruning, N. & Seers, A.	A study that evaluates leader-member exchange, team member exchange, and member-member exchange to determine a relationship between social exchange and job satisfaction, affective commitment, and perceptions of group cohesiveness, effectiveness, and performance.
2008	Love, M. & Forret, M.	Research suggests that high-quality team member exchange leads to a variety of workgroup and individual outcomes like Organizational Citizenship Behavior, trust, and civic virtue.
2013	Baker, C. & Omilion-Hodges, L.	Examines leader-member exchange, team member exchange, and coworker exchange as each having unique variables that influence peers and workgroups. All three should be studied simultaneously as separate influencing factors.
2014	Banks, G., Batchelor, J., Seers, A., O'Boyle, E., Pollack, J., & Gower, K.	Research provides evidence that team member exchange is likely to have a positive effect on commitment and an adverse effect on turnover.

Team Member Exchange and Commitment

Team member exchange research positively links the advantages of team member exchange to increased job satisfaction and organizational commitment (Antar, 2012; Banks, Batchelor, Seers, O'Boyle, Pollack, & Gower, 2014; Lam, 2003; Baker & Omilion-Hodges, 2013). When teams share knowledge and remain productive and successful, organizational commitment increases (Antar, 2012; Banks et al., 2014; Lam, 2003; Baker & Omilion-Hodges, 2013). Team member exchange correlates highly with job satisfaction, organizational commitment, trust, and cohesiveness (Antar, 2012). Increased commitment to the team and productivity occurs when team members openly share knowledge (Liu et al.,2011). Knowledge sharing encourages a team member to provide peer assistance that drives project productivity (Antar, 2012). Project productivity and feelings of success lead to a higher level of organizational commitment at the individual level (Antar, 2012). Feelings of positive interactions and successful work outcomes facilitate organizational commitment, identification, and a sense of belongingness to the group (Bruning & Seers, 2004; Liu et al.,2011). Positive feelings encourage the cycle of knowledge sharing (Bruning & Seers, 2004; Liu et al.,2011). When team members have a high-quality relationship with each other, they become more committed to the team (Witt, Hochwarter, Hilton, & Hillman, 1999). Banks suggests the ability of team member exchange to affect organizational commitment can explain factors beyond the influence of the leader-member exchange relationship (Banks et al., 2014). Additionally, team member exchange and organizational commitment have significant impact on intent to leave an organization (Neff, 2008). Baker and Omilion-Hodges (2013) suggest that leaders and coworkers have a similar impact on turnover.

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Team Member Exchange and Intent to Leave

A significant gap exists in the research comparing team member exchange and intent to leave. Very few studies exist. Neff's (2008) research does not provide a significant outcome regarding team member exchange's effect of turnover intentions. However, Bank's study in 2014, establishes a negative relationship between team member exchange and turnover intentions. Additionally, Lam (2003) suggests that turnover intentions decrease when organizations encourage team member socialization and communication early upon an employee's arrival into the organization. Lastly, Baker and Omilion-Hodges (2013) suggest that team member exchange and leader-member exchange have an equal impact on intent to leave as leader-member exchange due to the persuasive strategies of the relationship between leaders and team members.

In summary, team member exchange research remains sparse. Currently, most research that exists measures team member exchange as a moderating variable of leader-member exchange (Schermuly & Meyer, 2015; Bruning & Seers, 2004; Kamdar & Van Dyne, 2007). Minimal research exists showing that leader-member exchange and team member exchange are independently capable of providing stronger HRD strategies in an organization for increasing organizational commitment and reducing intentions to leave (Neff, 2008). Although research provides evidence that team member exchange might influence turnover and organizational commitment, other variables exist as a potential influencer. Coworker exchange, the third type of organizational social exchange, deserves attention.

Coworker Exchange (CWX)

The study of coworker exchange began to gain momentum in the past decade.

Evolved from peer relationship studies, coworker exchange (CWX) examines the

relationship that two colleagues share with one another in an organizational setting

(Baker & Omilion-Hodges, 2013). As with other types of exchange, trust remains the

over-arching theme in the coworker exchange dyad (Sollitto & Myers, 2015;

Wilaningrum, 2007). Sherony and Green (2002) coin the term coworker exchange.

Their research focuses on the relationship of coworkers that report to the same

supervisor. The theory of coworker exchange evolves from the underlying ideas of

Group Theory (Sherony & Green, 2002). According to Wellman (2017), groups have the

ability to patterns of thinking and behaving that resemble personal attributes.

Kram and Isabella (1985) realized a meaningful relationship exists between peers

at work. They believe these relationships, based on communication, are key factors

people consider when making professional and personal decisions (1985). Kram and

Isabella (1985) use a continuum model to describe the phases of a relationship existing

between peers described as an information peer, collegial peer, and special peer. An

information peer engages in low self-disclosure and trust with others in the workplace

(Kram & Isabella, 1985). The peer engages with coworkers as an information giver

regarding elements of work. The collegial peer relationship involves medium levels of

self-disclosure and trust (Kram & Isabella, 1985). This relationship characterizes

elevated engagement and strengthening of relationships. The special peer engages high

levels of self-disclosure and trust with associates in the workplace (Kram & Isabella,

1985). The special peer, the strongest bond that occurs in peer relationships, affects peer

decision-making regarding personal and professional outcomes. Kram and Isabella's (1985) research model explains how these types of relationships can affect peer decision making at various stages in one's career; establishment, advancement, middle career, and late career. In contrast to a leader member dyad, defined by mentor-mentee relationship, the peer-peer relationship can develop a stronger bond that lasts much longer due to a give and receives schematic (Kram & Isabella, 1985).

Coworker Exchange and Social Exchange Theory

Much of the early research focused on coworker exchange relationships involves its relationship with leader-member exchange. Sherony and Green's work suggests the quality of coworker exchange remains highest when their peer's relationship with the supervisor is similar (Sherony & Green, 2002). For example, if two coworkers have a high-quality relationship with their supervisor, they become more likely to have a high-quality relationship with each other. Conversely, if they both have low-quality relationships with their supervisor, a high-quality relationship with each other exists. A reasonable explanation suggests the peer's ability to relate to each other better based on their relationship with their leader. Sherony and Green (2002) also report that coworkers with differing views of their leader possess a lower quality of exchange with each other. Schmidt (2006) provides evidence that personality might predict higher levels of leader-member exchange, team member exchange, and coworker exchange.

Baker and Omilion-Hodges (2013), use the concept of coworker exchange to describe the relationships between leader-member exchange "in-group" and "out-group" behaviors. They find the highest levels of coworker exchange occurring when both coworkers possess a high-quality relationship with their leader (Baker & Omilion-

Hodges, 2013). However, their research proves unsuccessful in establishing a reverse correlation. Baker and Omilion-Hodges (2013) did not find low leader-member exchange leading to high coworker exchange with those in a similar relationship. Researchers suggest persons with low leader-member exchange possess lower levels of engagement that indicate higher intentions to quit (Agarwal, Datta, Blake-Beard, & Bhargave, 2011). Similar research conducted by Wikaningrum (2007), reports a positive relationship between leader-member exchange relationship and coworker exchange relationships leading to higher interactions, reciprocity, and perceived levels of similarity. Conversely, Bruning and Seers (2004), reports that team member exchange better indicates individual and group job and performance outcomes than Member-Member Exchange relationships or leader-member exchange. An explanation describes how team member exchange forces the person to think of relationships as a whole with the group, a gestalt approach, and not varied by the individuality of each relationship (Bruning & Seers, 2004). Bruning and Seers (2004) use the term Member-Member Exchange (MMX) instead of coworker exchange. Both refer to the interactions that one team member has with another. A meta-analysis conducted by Mazur (2014) was unable to link leader-member exchange, coworker exchange, and member-member exchange to project team effectiveness due to a lack of literature on coworker exchange and member-member exchange.

Although a significant association exists between leader-member exchange, team member exchange, and coworker exchange, research also suggests coworker exchange possesses an independent relationship with social exchange (Bruning & Seers, 2004). Takeuchi et al. (2011), indicate coworker exchange has the strongest relationship of all

social exchange. The scholars suggest coworker influence remains stronger than any other relationship in the workplace. Using the variable of exchange ideology and task performance, Takeuchi et al. (2011) suggest the employee's influence lays in trust and reciprocity and has the potential to affect peer's perception and actions.

Coworker exchange in a social exchange context has multiple levels of impact on relationships between Leader-Member exchange and feelings of trust, loyalty, commitment, and reciprocity (Baker & Omilion-Hodges, 2013; Sherony & Green, 2002; Sollitto & Myers, 2015; Wikaningrum, 2007). Bruning and Seers (2004) report peer to peer relationships play a much stronger role in the influence of workgroup outcomes as compared to leader-member exchange and team member exchange. Research provides evidence of coworker exchange's ability to influence feelings of organizational commitment and intent to leave (Sherony & Green, 2002; Wikaningrum, 2007).

To date, only four studies exist that examine leader-member exchange, team member exchange, and coworker exchange simultaneously as outlined in Table 6 (Bruning & Seers, 2004; Mazur, 204; Omilion-Hodges et al.,2016; Schmidt, 2006). Schmidt (2006) conducted a study evaluating the relationship between leader-member exchange, team member exchange, coworker exchange, perceived organizational support (POS), and organizational citizenship behaviors (OCB) and their correlation with perceptions of social exchange measured by personality, cognitive ability, and Emotional Intelligence (EI). Schmidt's (2006) research suggests that personality and Emotional Intelligence result in significant contributions regarding perceptions of social exchange performance and cognitive ability does not.

Mazur (2014) conducted a meta-analysis of literature regarding leader-member exchange, team member exchange, and member-member exchange and correlations to individual performance of project teams identifying project team effectiveness in response to social exchange. The analysis came up short in the study of member-member exchange because enough literature does not exist (Mazur, 2014). Additionally, team member exchange did result in non-significant outcomes to individual performance based on the small amount of research in existence (Mazur, 2014). Finally, Mazur (2014) found that leader-member exchange did have significant relationships with in-role performance and organizational citizenship behavior.

Table 6

Studies that Examine Leader-Member Exchange, Team Member Exchange, and Coworker Exchange Simultaneously

Year	Researcher (s)	Summary	Population
2004	Bruning, N. & Seers, A.	A study that evaluates leader-member exchange, team member exchange, and member-member exchange to determine a relationship between social exchange and job satisfaction, affective commitment, and perceptions of group cohesiveness, effectiveness, and performance. Significant results correlate to outcomes at each level.	Government Employees and Multi-specialty Medical Clinic

Table 6 (continued).

Year	Author	Description	
2006	Schmidt, L.	A study that evaluates social exchange performance (leader-member exchange, team member exchange, coworker exchange, perceived organizational support, organizational citizenship behavior), and perceptions of social exchange measured by personality, cognitive ability, and emotional intelligence.	Warehouse distribution employees
2014	Mazur, K.	A partial meta-analysis conducted to evaluate existing research regarding individual performance and social exchange (leader-member exchange, team member exchange, member-member exchange).	X
2016	Omilion-Hodges, L., Ptacek, J., & Zerilli, D.	A comprehensive review of leader-member exchange, team member exchange, and coworker exchange literature. Call for action to integrate the three constructs in further research. At the time of publication, no studies exist that combined all three.	X

Omilion-Hodges, Ptacek, and Zerilli (2016) provide the most recent literature available drawing attention to leader-member exchange, team member exchange, and coworker exchange simultaneously. A need exists to explore leader-member exchange, team member exchange, and coworker exchange in more detail and determine variables and outcomes occurring among communication exchanges in organizations (Omilion-Hodges et al.,2016). According to the authors, these exchanges illustrate a web of transactions that impact each other; not separate entities (Omilion-Hodges et al., 2016). Due to the complexity and commonality of the workgroup, importance exists for organizations to understand how these interactions affect one another (Omilion-Hodges et al.,2016).

Unfortunately, significant research gaps exist for coworker exchange, and a need exists to explore its antecedents and outcomes in more detail. Table 7 describes the short evolution of coworker exchange research to date. No research identified measures all three social exchange variables in the hospitality industry.   Researchers promote a call to action to study all three exchanges as independent variables that affect work outcomes (Omilion-Hodges et al.,2016).

Table 7

Contributions to Coworker Exchange

Year	Researcher(s)	Contribution
1985	Kram, K. & Isabella, L.	Research introduces the importance of peer relations in the workplace and examines the importance of these relationships to workplace outcomes.

Table 7 (continued).

2002	Sherony, K. & Green, S.	Introduces the term coworker exchange into literature and examines how coworker exchange contributes to outcomes of leader-member exchange.
2004	Bruning, N. & Seers, A.	A study that evaluates leader-member exchange, team member exchange, and member-member exchange to determine a relationship between social exchange and job satisfaction, affective commitment, and perceptions of group cohesiveness, effectiveness, and performance.
2006	Schmidt, L.	A dissertation study that examines how Emotional Intelligence, personality, and cognitive ability can influence leader-member exchange, team member exchange, coworker exchange, perceived organizational support, and organizational citizenship behavior. Results indicated only personality was able to predict social performance.
2013	Baker, C. & Omilion-Hodges, L.	Research suggests that multiple high-quality leader-member exchange relationships with a supervisor will result in higher quality coworker exchange relationships among coworkers. Also, colleagues will engage in extra-role behaviors due to higher levels of high organizational citizenship behavior.
2016	Omilion-Hodges, L., Ptacek, J., & Zerilli, D.	A comprehensive review of leader-member exchange, team member exchange, and coworker exchange literature. Call for action to integrate the three constructs in research. At the time of publication, no studies exist that combines all three.

Coworker Exchange and Organizational Commitment

Past research of organizational commitment in the service and hospitality sector

focuses on the manager level antecedents and outcomes (Brien et al.,2015). Due to a

higher occurrence and shift to workgroups and work teams, it remains important to further the study of coworker exchange and its effect on organizational commitment (Bruning & Seers, 2004). Research proves sparse regarding the concept of coworker exchange. Coworker exchange results indicate a positive impact on affective commitment, group performance, and group cohesiveness (Bruning & Seers, 2004). Additionally, trust possesses a significant outcome regarding coworker exchange (Baker & Omilion-Hodges, 2013). A low level of organizational commitment leads to dissatisfaction, turnover, low productivity and product and team member disloyalty (Wikaningrum, 2007). Sherony and Green (2002), find coworker exchange has little impact when the population is diverse. In other words, ensuring organizational commitment through positive coworker exchange proves more difficult in a diverse workgroup, making it necessary to identify other antecedents to organizational commitment (Sherony & Green, 2002).

Coworker Exchange and Intent to Leave

In addition to organizational commitment, turnover intention research exists as a large platform of study in the service industry (Lam, 2003). In the recent past, a shift towards flat organizations in a global marketplace occurred (Gerth & Rothman, 2007). With globalization, organizations began changing to a team and workgroup dynamic on a wider scale (McHugh, Niehaus, & Swiercz, 1997). The team focus changes the dynamics for the individual and the organization (Moretti, 2012; Rahman & Nas, 2013). Human Resource Development strategies remain necessary to ensure the selection of the right candidates to form cohesive teams with good organizational fit (Wikaningrum, 2007).

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Finding the right candidates and imploring good relationship building strategies will increase organizational commitment and decrease intent to leave (Yeh, 2005).

According to Takeuchi et al., coworker social relationships significantly effects the perception of social exchange and how the employee responds (2011). Their research suggests coworkers play a significant role in influencing another's exchange ideology. Coworkers comfortable with each other will converse and complain to one another but not the organization (Shanock, 2012). High turnover in the service sector leads to feelings of job inferiority and creates feelings of low motivation, self-efficacy, and distrust in leadership (Sunder, Kumar, Goreczny, & Todd, 2017). Employees avoid seeking coworker and supervisor support in the absence of trust (Ghosh et al., 2013). Tews, Michel, and Ellingson (2013) provides insight into coworker instrumental and emotional support and turnover. According to their study, coworker emotional support (being supportive of feelings and emotions) negatively relates to turnover (Tews et al., 2013). However, instrumental support (helping with job duties) results in a positive correlation (Tews et al., 2013). Tews et al. (2013) believe instrumental support exists in a negative context whereas seeking help appears inferior.

The concept of coworker exchange recently evolved as a part of social exchange research (Sherony & Green, 2002). However, peer to peer relationship studies continues as a topic of interest spanning decades (Kram & Isabella, 1985; Omilion-Hodges & Baker, 2013; Sollito & Myers, 2015). The research contains a plethora of gaps interfering with a full understanding of the relationship between coworker exchange, organizational commitment, and intent to leave (Omilion-Hodges et al.,2016).

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Understanding the dynamics of coworker exchange in a changing organizational market is important to the future of social exchange research (Omilion-Hodges et al.,2016).

Summary

The Human Capital Development strategy model, according to scholars, explains a successful way for organizations to develop and retain a healthy and committed workforce (Koster et al., 2011). The model rests on the use of organizational resources to ensure sustainability and competitive advantage (Yeh, 2005). HRD theory lays the foundation for process improvement and how improvements should execute to retain human capital (Swanson & Holton, 2009).

Due to a movement to flat organizations and more dynamic work teams (Gerth & Rothman, 2007), opportunity exists in organizational commitment research. The literature review comprehensively outlines the relevant research, to date, regarding leader-member exchange, team member exchange, and coworker exchange. An abundance of investigation exists regarding how the leader and team member exchange relationships can affect organizational commitment and outcomes of organizational commitment (Banks et al., 2014; Dolden, 2001; Graen & Uhl-Bien, 1995; Liden & Graen, 1980; Schermuly & Meyer, 2015; Sherony & Green, 2002; Yeh, 2005). Less research exists exploring team member exchange and work-related outcomes (Antar, 2012; Bruning & Seers, 2004; Neff, 2008; Willems, 2016; Yeh, 2005). Even less research explores coworker exchange (Bruning & Seers, 2004; Baker & Omilion-Hodges, 2013; Sherony & Green, 2002; Sollito & Myers, 2015). Research provides evidence that leaders have positive impacts on organizational commitment and negative impacts on intent to leave (Bruning & Seers, 2004; Kamdar & Van Dyne, 2007; Herman & Dasborough, 2008; Hu

et al., 2012; Yeh, 2005). Significant relationships between team member exchange and coworker exchange and impact on organizational commitment and intent to leave also exist (Antar, 2012; Bank, 2014; Lam, 2003; Baker & Omilion-Hodges, 2013; Tews et al., 2013; Yeh, 2005). This study is the first of its kind to explore all three social exchange variables in the hospitality industry across all levels of team members. To date, little research exists outlining parallel examination of leader-member exchange, team member exchange, coworker exchange and individual impact on organizational commitment. For example, leader-member exchange demonstrates the most significant relationship with job satisfaction and organizational commitment (Bruning & Seers, 2004). Team member exchange correlates highest with perceived group cohesiveness and performance (Bruning & Seers, 2004). Member-Member Exchange (MMX) results in the highest correlation to perceived group effectiveness (Bruning & Seers, 2004). Bruning and Seers (2004) study indicates leader-member exchange still holds the most substantial influence on overall outcomes like job satisfaction while organizational commitment and team member exchange and member-member exchange represent more group focused outcomes.

CHAPTER III - RESEARCH METHODOLOGY

Research suggests certain kinds of social exchange relationships occurring in the workplace are equally important to team member organizational commitment outcomes (Baker & Omilion-Hodges, 2013; Shanock, Roch, & Mishra, 2012; Sherony & Green, 2002). According to Porter et al. (1976) "It is not enough to know that employees have different levels of commitment to an organization. It is necessary to try to find out why people have the degree of commitment (or lack of it) that they do" (p.12). According to Porter et al. (1976), promotional opportunities, satisfaction with job duties, and perceived value to organizations illustrate a few reasons for declining levels of organizational commitment. Cox (1999) suggests that leaders and coworkers equally impact intent to leave. Human resource development and retention strategies address high turnover problems (Yeh, 2005). Examining turnover continues as a common way to measure organizational commitment in the service sector (Brien et al., 2015). Unfortunately, most organizational commitment studies happen primarily at a leadership level (Brien et al., 2015); likely due to the higher cost of turnover and replacement to the organization (Brien et al.,2015; Koster et al., 2011).

Due to a lack of available data, research remains inconclusive regarding the effects that team member exchange and coworker exchange play in the workgroup performance and outcomes of exchange; while leader-member exchange studies abound (Mazur, 2014; Neff, 2008; Omilion-Hodges et al., 2016). In a study combining the variables of social exchange, leader-member exchange is suggested to have the strongest relationship with organizational commitment and intent to leave (Bruning & Seers, 2004). However, other individual studies focusing on team member exchange show a

high correlation to organizational commitment and intent to leave (Antar, 2012; Bank, 2014; Lam, 2003; Baker & Omilion-Hodges, 2013; Sherony & Green, 2003). Additionally, coworker exchange highly correlates with high organizational citizenship behavior when moderated by high leader-member exchange relationships (Baker & Omilion-Hodges, 2013). In other words, evidence of high-quality relationships exists among each factor of social exchange. Importance rests on a closer examination of each variable individually to assess the relationship that each exchange has with organizational commitment and intent to leave.

Research Objectives

The study addresses the following research objectives:

RO 1. Describe demographics of the participants in the study: participant's age, gender, ethnicity, position, tenure in the position, and tenure in the organization.

RO 2. Determine the relationship between the employee's perception of Leader-member exchange and organizational commitment.

RO 3. Determine the relationship between the employee's perception of team member exchange and organizational commitment.

RO 4. Determine the relationship between an employee's perception of coworker exchange and organizational commitment.

RO 5. Determine whether leader-member exchange, team member exchange, or coworker exchange has the greatest influence on organizational commitment.

RO 6. Describe the influence that an employee's perception of organizational

commitment has on the employee's perception of intent to leave

controlling for the employee's perception of Leader-member exchange,

team member exchange, and Coworker

Exchange.

RO 7. Describe the influence of the employee's perception of Leader-member

exchange, team member exchange, coworker exchange, and organizational

commitment on the employee's perception of intent to leave.

Purpose of the Study

The purpose of this study is to determine the types of social exchange that have

the greatest effect on Organizational Commitment and Intent to Leave in a casino resort

environment. Understanding organizational social exchange relationships can positively

impact moral, knowledge sharing, and turnover leading to increased competitive

advantage (Brien et al., 2015; Koster et al., 2011). The goal is to measure Leader-

Member Exchange (LMX), Team Member Exchange (TMX), and Coworker Exchange

(CWX) to determine which variable leads to higher levels of Organizational Commitment

and lower intentions to turnover. By identifying social exchange metrics leading to

higher Organizational Commitment and lower Intent to Leave, organizations can foster

human resources strategies aimed at encouraging high-quality interactions among

employees.

Research Design and Methodology

The current study uses a non-experimental, correlational, cross-sectional design.

According to Holton and Burnett (2005), a non-experimental, descriptive study uses pre-

existing situations to observe and gather information about phenomena that already exist. In other words, no new groups or variables exists; it purely describes the observation of occurrences. A cross-sectional study, according to Fink (2003), describes a phenomenon that occurs at one point in time. A survey design collects observable data on researched constructs that generalize to the population (Bartlett, 2005; Barlett, Kotrlik, & Higgins, 2001). The current study uses a survey design to measure variables of social exchange that exist in a casino resort setting. The study utilizes Pearson correlation and regression to examine the relationship between leader-member exchange, team member exchange, coworker exchange, organizational commitment, and intent to leave.

Population and Sample

The target population for this study includes team members employed at a casino resort located in the southwest region of Louisiana. Outcomes of the study can be generalized to other casino resorts in Southwest Louisiana. The organization exists as one of the largest employers in the southwest part of Louisiana. The size of the organization provides for a large, diverse sample. All participants of the study are 18 years old or older. The population consists of 1800 team members. Appendix A provides a letter of permission from the sponsor organization for approval to conduct research. This study utilizes a census. A census study requests the participation of 100% of the population and remains the most ideal technique to utilize in any study (Swanson & Holton, 2005). Team members include line level to executive, direct and indirect guest service individuals. According to sample size calculation practices, based on a population of 1800 team members, 317 participants ensure a 95% confidence level with a 5% margin of error (Sample size calculator, 2018).

Research Instrument

In order to capture the full intent of the study, multiple scales are combined to measure the variables of interest: Graen, Novak, and Sommerkamp's (1982) LMX-7 Scale, Seers's (1995) TMX Scale, Sherony and Green's (2002) CWX Scale, Mowday, Steers, and Porter's (1979) organizational commitment Questionnaire, and Boroff and Keefe's 2-item intent to leave Scale. Appendix B illustrates the online survey instrument. Appendix C provides the paper survey instrument. The LMX-7 Scale developed by Graen et al. (1982) measures leader-member exchange. The LMX-7 uses a five-point Likert scale to access a subordinate's feelings towards a supervisor ranging from 1-*Rarely* to 5-*Very Often*. Graen and Uhl Bien (1995) found the LMX-7 to have a Cronbach alpha in the .80-.90 range across multiple studies. Cronbach's alpha tests reliability by measuring the internal consistency in a test that utilizes multiple measurements (Inal, Yilmaz Koğar, Demirdüzen, & Gelbal, 2017) Appendix D provides the letter of permission to use the LMX-7 scale. A Cronbach's alpha score of .70 or higher is considered acceptable in social science research (Cortina, 1993).

The 10-item TMX Scale developed by Seers (1995) measures team member exchange. The scale uses a 5-point Likert scale ranging from 1-*Strongly Disagree* to 5-*Strongly Agree* (Lam, 2003). Likert scales are a popular mode of testing due to their simplistic nature of measuring attitude and opinion (Stoklasa, Talášek, Kubátová, & Seitlová, 2017. Appendix E provides the letter of permission to use the TMX scale.

An adapted version of the LMX-7 scale developed by Graen and colleagues (1982) and adapted by Sherony and Green (2002) measures coworker exchange. Sherony and Green (2002) modify questions within the scale to align the survey with coworker

inquiry instead of the leader. The original researcher also omitted one question. The question "How well does your leader recognize your potential?" relates to a leader dynamic only and is outside of the scope of this study (Sherony & Green, 2002). Prior research reports the alpha coefficient for the reliability of the scale ranging from .82-.87 (Sherony & Green, 2002; Phillips & Bedeian, 1994). When a high-reliability score occurs, it indicates that random measurement error in the test is small and test scores across time are stable (Sijtsma, 2015). Appendix F provides permission to use the CWX scale.

The Organizational Commitment Questionnaire (OCQ) measures organizational commitment (Mowday et al.,1979). The organizational commitment questionnaire consists of 15 Likert scale items. The scale ranges from 1-Strongly Disagree to 7-Strongly Agree (Mowday et al.,1979). Prior research reports the mean coefficient for the reliability of the organizational commitment questionnaire as .90 with a range from .88-.92 (Mowday et al.,1979; Thompson, Buch, & Kuvaas, 2017). The reliability coefficient measures internal consistency of items and provides a range from 0 to 1.00 (Cronbach & Shavelson, 2004) Six of the instruments 14 questions will be reverse coded to ensure that positive and negative responses to survey data aligned during data analysis. Appendix G provides permission to use the organizational commitment questionnaire scale.

A two-item scale developed by Boroff and Keefe (1991) and used later by Boroff and Lewin (1997) measures intent to leave for this study. The two-item scale measures the degree to which an employee feels they will leave the organization now or in the near future. A Likert scale with 1 meaning no intent to leave and 5 meaning highly expressed intent (Boroff & Lewin, 1997). Both scale items were reverse coded. Prior research

reports Cronbach's alpha for the two-item scale as .80 (Boroff & Lewin, 1997). Prior

research reports the reliability coefficient as .92 where organizational engagement

influences turnover intentions (Alfes et al., 2013). Table 8 outlines how each survey

instrument addresses the research objectives of interest. Appendix H for provides the

letter of permission to use the Intent to Leave Scale.

Table 8

Survey Map

Research Objective	Survey Questions	Instrument
RO1 - Describe demographics of study: participant's age, gender, ethnicity, position, tenure in the position, and tenure in the organization.	1-6	Demographic Questions
RO2 - Examine the relationship between the organization's overall employee perception of leader-member exchange and organizational commitment.	7-13 & 30-44	LMX-7 Scale, OQC Scale
RO3 - Examine the relationship between an organization's overall employee perception of team member exchange and organizational commitment.	14-23 & 30-44	TMX Scale, OQC Scale
RO4 - Examine the relationship between an organization's overall employee perception of coworker exchange and organizational commitment.	24-29 & 30-44	CWX Scale, OQC Scale

Table 8 (continued).

RO5 - Determine whether leader-member exchange, team member exchange, or coworker exchange has the greatest influence on organizational commitment.	7-44	LMX-7 Scale, TMX Scale, CWX Scale, OQC Scale
RO6 - Describe the influence the organization's overall employee perception of organizational commitment has on the organization's overall perception of intent to leave controlling for the organization's overall perception of leader-member exchange, team member exchange, and coworker exchange.	30-44 & 45-46	OCQ Scale, intent to leave Scale
RO7 - Describe the influence of the organization's overall perception of leader-member exchange, team member exchange, coworker exchange, and organizational commitment on overall perception of intent to leave.	7-46	LMX-7 Scale, TMX Scale, CWX Scale, OQC Scale, intent to leave Scale

Validity and Reliability

The quality of research depends on factors like reliability and validity to ensure sound and consistent data. A reliable instrument provides consistent results repeatedly (Swanson & Holton, 2005). According to Fink (2003), valid instruments measure what they intend to measure. Furunes, Mykletun, Einarsen and Glaso (2015) demonstrate internal consistency and validity for the LMX-7 scale by studying Leader-Member

exchange and work-environment indicators. According to the research study, reliability, criterion validity, and construct validity exist in the LMX-7 (Furunes et al., 2015; Liden et al., 1993). Additionally, Graen and Uhl-Bien (1995) found that work-related outcomes were valid indicators of leader-member exchange through a meta-analytic review of the literature.

Originally developed in 1989, Seers (1995) further adapted the team member exchange Scale from 18-items to 10-items directly measuring team member exchange. Bruning and Seers (2004) report an alpha coefficient of .82. The TMX scale reports as valid in group work outcomes like job satisfaction and organizational commitment (Banks et al., 2014; Liden et al., 1993). According to Fink (2003) predictive validity refers to the ability of an instrument to predict future outcomes or behavior. Predictive validity, established by Farmer, Van Dyne, and Kamdar (2015), reports the TMX scale measures discriminate, convergent, incremental and predictive validity over and above the leader-member exchange scale.

Mowday, Steers, and Porter (1979) provide evidence of convergent, discriminate, and predictive validity for the organizational commitment questionnaire. The researchers surveyed 2500 employees across nine organizations and report that organizational commitment correlates just as well or better than job satisfaction to employee attitudinal behaviors (Mowday et al.,1979).

Coworker exchange, measured using a scale adapted from the LMX-7, has an alpha coefficient for the reliability of .82 (Sherony & Green, 2002). Sherony and Green (2002) used factor analysis to distinguish if cross factor loading existed. The results

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indicate that no cross-loadings appeared evident and leader-member exchange and team member exchange exist as separate entities by respondents (Sherony & Green, 2002).

This study is the first to blend all five scales into one. For this reason, Cronbach's alpha is used to measure the internal consistency and validity that exists between all the scales. According to Cronbach and Shavelson (2004), Cronbach's alpha is the most popular and widely used measure of consistency for scale measurement.

Confidentiality

Confidentiality refers to the process of ensuring data collected by a researcher remains anonymous and does not disclose the identity or violate the privacy of the respondent (Wiles, Crow, Heath, & Charles, 2007). A confidentiality contract between the researcher and participant exchanges anonymity of the researcher for honest, unbiased answers from the participant (Cooper & McNair, 2015). The study ensures confidentiality through proper design structuring of the survey instrument and a post-survey incentive offer of the study. For example, the survey questionnaire does not ask the team member to identify themselves at any time. Once the participant completed the questionnaire electronically, individuals emailed their name to the researcher for an incentive drawing. The researcher placed the name in a locked box for safekeeping until the survey window concluded. For paper-based questionnaires, the participant wrote their name on a blank sheet of paper placed in the same lockbox. The researcher did not open the lockbox until the completion of the survey window. This process ensured survey data and participants names resided in two separate locations.

Institutional Review Board (IRB)

The researcher requested permission of Institutional Review Board before administration of the survey and data collection. The purpose of receiving approval from the IRB ensures the researcher and participants engage in academically relevant and sound research (Edgar & Rothman, 1995). Additionally, the IRB ensures fair treatment of individuals evaluated. A letter submitted to the board requested permission. Appendix I provides the IRB approval letter. Upon approval, the IRB notified the researcher of approval to proceed with data collection.

Data Collection

Data collection occurred from hourly and salary team members by their choice of either a computer-based questionnaire via online or paper-based questionnaire distributed by the researcher through email. A link to the online survey and a pdf version of the survey was provided in each email distributed. This mixed-mode method, according to Dilman (2007), compensated for the weaknesses in each method. For example, many of the participants did not have direct access to email or might have preferred a paper-based version over electronic version of the survey. To increase response rates to the survey, Dilman (2007) suggests that respondent-friendly questionnaires, up to 5 contacts with the participants, and a token financial incentive are key components. Table 9 outlines the phases and additional steps taken, per Dilman (2007), to increase response rate. In addition to emails, the researcher was present in the Employee Dining Room on six separate occasions. The presents of the researcher allowed team members from every shift the opportunity to complete the survey and ask questions.

Table 9

Procedures Table

Schedule Phase	Day	Task
Pre-Study Phase	1	Institutional Review Board and committee approval obtained.
Introductory Phase First Contact- (Pre-notice Letter)	7	Introductory email sent, Version 1, to all participants with active company email addresses. Introductory email sent, Version 2, with instructions to all department leaders for pre-shift communication for all team members that did not have work email.
Second Contact- (Questionnaire mail out)	10	Second email sent to all participants with active company email addresses that contained instructions for survey completion. Sent a 2nd email to all department leaders to communicate survey completion instructions in pre-shift to all team members that did not have a work email.
Data Collection Phase	10-24	Collected responses via online survey tool.
Alternative Data Collection Technique- In person	10-24	The researcher sat in the employee dining room on six different occasions for one-hour intervals to allow team members to participate in the paper-based or computer-based versions of the survey.
Third Contact- (Thank you & Reminder)	17	Third and final email sent to all participants with active company email addresses that contained instructions for survey completion. Sent a 3rd and final email to all department leaders to communicate survey completion instructions in pre-shift for all team members and did not have email.
Close of Data Collection	24	Final day of data collection.

Table 9 (continued).

Incentive	25	Winners drawn for complimentary coupons from pool of participants.
Analysis Phase	25-50	Survey results imported from online electronic database to SPSS and analyzed and interpreted results.
Report Phase	50-100	Reported findings.
Final Phase	Final	Final disposal of survey data per IRB performed.

Pre-Study Phase

The pre-study phase consists of the literature and development of the research methodology. Once completed, the researcher gained approval from the dissertation committee and Institutional Review Board to begin the collection of research data. This research study focused on the development of a multi-modal data collection technique to collect responses from participants regarding social exchange in a casino resort environment.

Introductory Phase

According to Dilman (2007), multiple contacts with the research participants ensures a favorable response rate. The introductory phase began with the first contact, or notification email, to participants and department leaders. Two initial emails directed at different subsets of the population explained the intent of the study and elicited volunteers for participation. The first emails were sent on day 7. The first email to participants is known as the pre-notice letter (Dilman, 2007). Version one addressed all

requested participants of the casino resort with an active email address available through Human Resources. Appendix J and K provides the pre-notice email communication to participants. The email addresses used were company-issued addresses. The email explained the purpose of the survey, an invitation to participate in the upcoming survey, and an outline of the incentives offered for completion. Version two of the pre-notice email addressed all department leaders of the casino resort. Department leaders are described as an employee that has a subordinate reporting directly to them. The version two email explained the purpose of the survey, a request to explain the survey in pre-shift meeting to all team members that do not have a company-issued email address on file, an invitation to participate in the upcoming survey, and an outline of the incentives offered for completion.

On day 10, a second contact was made with all participants and department leaders via email. The second contact email to participants with active email addresses included the purpose of the survey, an invitation to participate in the survey, a link to the electronic survey, instructions to complete a paper-based survey, and an outline of the incentives offered for completion. The second contact email to department leaders included the purpose of the survey, a request to explain the survey in pre-shift meeting and request for participation, a link to the electronic survey, instructions to complete a paper-based survey, and an outline of the incentives offered for completion Appendix L and M provides communication for 2nd contact emails to participants.

Data Collection Phase

Data collection in exploratory studies involves data collection and analysis of the data (Creswell & Plano, Clark, 2011). This data collection phase employed two methods.

The first involved the encouragement of participation through an electronic link to the online questionnaire or the ability to complete a paper-based form. On days 10-24, data collection occurred. Participants that receive emails accessed the electronic online questionnaire by clicking the link in the email. The same participants also could print the questionnaire attached in the email, complete it, and turn it into the Human Resources office or drop it in the Human Resources night box located outside of HR by the key watch. Additionally, the participant had the option to pick up a printed copy of the questionnaire in the Human Resources office, complete it, and turn it in. Participants that did not receive an email were invited to participate by department leaders through pre-shift communication. They accessed the questionnaire by obtaining a link from the department leader email, entering it into their browser, and completing the online questionnaire. The same participants also had the option to request department leaders to print the questionnaire attached in the email, complete it, and turn it into the Human Resources office. Additionally, the participant had the option to pick up a printed copy of the questionnaire in the Human Resources office, complete it, and turn it in. Data collection continued for a two-week period with communication sent to elicit participation. On day 17, a third contact email distributed to participants and department leaders thanked those who had completed the survey and reminded others that they still had an opportunity to participate. The email encouraged department leaders to continue communicating the opportunity in pre-shifts. At the end of the 24th day of data collection, the opportunity to participate ended. Appendix N and O provides the third emails to participants.

On day 25, five winners were drawn from the pool of participants obtained from the lockbox for a chance to win 1 of 5 prize complimentary coupon donated by the organization to use on property. Complimentary coupons are used to redeem supplies or services offered at the property. Supplies or services can include retail items, spa/salon services, or dinner at a restaurant. While the dissertation chair observed, five names were selected at random from the lockbox containing participant names. The researcher and dissertation chair utilized video chat during the process and the researcher drew names to ensure transparency and confidentiality. Winners were contacted by the researcher to award the complimentary coupon.

Alternative Data Collection Technique

In an attempt to gain greater participation, the researcher was present in the employee dining room on six different occasions for one-hour intervals. The casino resort is open 24 hours a day, seven days a week. The researcher was present in the employee dining room twice during each of three shifts on six different occasions to allow all team members the opportunity to approach the researcher regarding participation. The researcher was present for one hour twice on graveyard shift, twice on the afternoon shift, and twice on the day shift over the 16-day data collection period. A table was set up in the middle of the employee dining room with a drawing bin, paper surveys, and two posters advertising the chance to win a complimentary coupon. Participation was not coerced by the researcher. When a team member approached the table, the researcher explained the survey and at that time offer the opportunity to participate.

Analysis Phase

On days 25-50, the researcher analyzed the results of the survey. Data analysis involves reporting of the descriptive and inferential statistics, procedures used, and the level of statistical significant used (Roberts, 2010). As previously described, data was collected by a paper survey instrument and entered manually into SPSS. Data was also collected via an online survey instrument and exported into SPSS for analysis.

Report Phase

According to Foss and Waters (2007), the report phase is the most important section of a study. It occurred on days 51-100. The researcher reported the outcomes of the research objectives and determined if objective 2-6 resulted in significance. Chapters Four and Five provide a thorough report of research, methodology, and outcomes. With approval of the committee, a report to the participating organization was sent.

Data Analysis

Demographics of the study are reported using descriptive statistics. Research Objective One identifies the description of the population using nominal and ordinal data. Nominal data is categorical in nature such as race and gender (Swanson & Holton, 2009). Interval data is continuous in nature and describes data like tenure in the position and organization (Swanson & Holton, 2009). Descriptive statistics are reported with measures of central tendency such as mean, median, and mode (Fink, 2003). Table 10 outlines the types of analysis used in the study.

Table 10

Data Analysis Plan

Research Objective	Type of Data	Data Analysis

Table 10 (continued).

RO1 - Describe the participant demographics of the study: participant's age, gender, ethnicity, position, tenure in the position, and tenure in the organization.	Nominal and Interval	Descriptive Statistics
RO2 – Determine the relationship between the employee's perception of leader-member exchange and organizational commitment.	Ordinal	Pearson's Correlation
RO3 - Determine the relationship between an employee's perception of team member exchange and organizational commitment.	Ordinal	Pearson's Correlation
RO4 - Determine the relationship between an employee's perception of coworker exchange and organizational commitment.	Ordinal	Pearson's Correlation
RO5 - Determine whether leader-member exchange, team member exchange, or coworker exchange has the greatest influence on organizational commitment.	Ordinal	Pearson's Correlation and Fisher's z Transformation
RO6 - Describe the influence that an employee's perception of organizational commitment has on the employee's perception of intent to leave controlling for the employee's perception of leader-member exchange, team member exchange, and Coworker Exchange.	Ordinal	Partial Correlation

Table 10 (continued).

RO7 - Describe the influence of the employee's perception of leader-member exchange, team member exchange, coworker exchange, and organizational commitment on the employee's perception of intent to leave.	Ordinal	Multiple Regression

Note. Ordinal Likert scale data was converted to interval data for research objectives 2-6 (Boone & Boone, 2012; Borgatta & Bohrnstedt, 1980; Wu & Leung, 2017).

Correlation research designs are non-experimental, observational studies that look at the direction and size of a relationship between two or more variables (Shadish, Cook, & Campbell, 2002). Research Objective Two, Three, and Four uses ordinal data for statistical correlation comparison. Ordinal data are numbers that are ranked, such as Likert Scale items. (Swanson & Holton, 2009). Traditionally, ordinal data are not used to perform parametric statistics. However, a common method in social science research analyzes ordinal Likert scale as a continuous measurement (Boone & Boone, 2012; Borgatta & Bohrnstedt, 1980; Wu & Leung, 2017). When Likert scale data convert to a mean composite score the data can be treated as interval and parametric testing is appropriate (Boone & Boone, 2012). Research Objectives Two, Three, Four and Five uses Person's product-moment correlation to examine the relationship between social exchange and organizational commitment. The researcher uses ordinal data converted to interval data to assess the correlation between leader-member exchange and organizational commitment for Research Objective 2, team member exchange and organizational commitment for Research Objective 3, and coworker exchange and

organizational commitment for Research Objective 4 using a Pearson correlation coefficient.

Research Objective 5 uses Pearson's correlation scores obtained from Research Objective 2, 3, and 4, in the Fisher's z transformation test. The Fisher's z transformation test converts correlation r scores to a z score for mean comparison to determine if the groups of social exchange are considered statistically different (Carbonell, Worsley, & Trujillo-Barreto, 2009; Fisher, 1921). The Research Objective 6 compares ordinal data using partial regression and ANOVA correlation. According to Fink (2003), correlation describes a relationship between variable whereas regression predicts a score. Therefore, the researcher examines organizational commitment and intent to leave using partial regression to control for leader-member exchange, team member exchange, and coworker exchange. Research objective 7 uses multiple regression and ANOVA to compare and predict ordinal data. Multiple regression considers multiple variables and their correlation with each other as well as the dependent variable (O'Neill, McLarnon, Schneider, & Gardner, 2014). The researcher utilizes multiple regression to describe a predictive value that leader-member exchange, team member exchange, coworker exchange, and organizational commitment have on intent to leave.

Summary

Understanding social exchanges occurring in an organizational context is the primary goal of this research. The current study utilizes a cross-sectional, non-experimental design to survey a population of team members in a casino resort environment. The survey addresses leader-member exchange, team member exchange, and coworker exchange relationships and how these relationships affect organizational

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commitment and intent to leave. A multi-modal method of data collection is conducted to improve response rates (Dilman, 2007). Data is analyzed using SPSS software to determine the significance of each relationship.

To date, only four studies specifically address leader-member exchange, team member exchange, and coworker exchange in any context. Research provides evidence that different type of social exchanges in an organization should have more attention to affecting levels of organizational commitment and intent to leave (Baker & Omilion-Hodges, 2013; Shanock et al., 2012; Sherony & Green, 2002). It is essential to understand the relationships that lead to a higher level of organizational commitment. HRD strategies are important in addressing these concerns and avoiding high turnover and replacement costs (Brien et al., 2015; Koster et al., 2011; Yeh, 2005). If a contributing factor is identified, organizations could have a benefit over the competition in understanding how to retain their workforce. The next section provides results of the study and provides statistical outcomes of the data analysis and research objectives.

CHAPTER IV - RESULTS

The purpose of this study is to determine how social exchange influences organizational commitment and intent to leave in a casino resort environment. By measuring leader-member exchange (LMX), team member exchange (TMX), and coworker exchange (CWX), results determine which variable of social exchange leads to higher levels of organizational commitment and lower intentions to turnover. This study uses a blended scale containing the LMX-7 scale, TMX scale, CWX scale, OCQ scale, and the intent to leave scale. The purpose is to identify opportunities to improve human resources development strategies by creating ways to foster relationships leading to higher organizational commitment and lower intent to leave in an organization.

As organizations continue to evolve, identification of more efficient processes helps sustain competitive advantage and curtail significant turnover costs by improving human capital (Koster et al., 2011; Shuck et al., 2014; Farmer et al., 2015; Herman et al., 2008; Sherony & Green, 2002). The hospitality industry's notoriously high turnover makes a casino resort environment an appropriate place for this study (Barres, 2017). Employees are subjected to demanding customers and long work hours leading to high turnover and declining customer service due to inadequate staffing (Brandmeir & Baloglu, 2004; Li et al.,2017). organizational commitment correlates negatively with intent to leave an organization (Brunetto et al.,2014). Cultivation of social exchanges are an important strategic initiative of HR professionals to reduce voluntary turnover (Omilion-Hodges et al.,2016). By identifying which type of social exchange leads to higher levels of organizational commitment, companies can experience competitive

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advantage in retaining their valuable workforce and improving their human capital (Omilion-Hodges et al., 2016).

Data Results

This study combines five previously validated instruments to survey participants regarding leader-member exchange, team member exchange, coworker exchange, organizational commitment, and intent to leave. The study utilizes a paper and online survey distributed by the researcher via email and in person. All team members of the sponsor casino resort organization were invited to participate in this study. Data was collected from 404 respondents by email and in person over a period of two weeks. The researcher sent three emails to department leaders and all organization team members with company-issued email addresses. Additionally, the researcher was present in the employee dining room on six different occasions spanning all three shifts to provide the opportunity for team members without company issued emails to participate.

According to sample size calculation software, in a population of 1800 team members, 317 participants ensure a 95% confidence level with a 5% margin of error (Sample size calculator, 2018). Only those surveys that were answered 100% answered were considered complete. The online survey was taken by 248 respondents. Of the 248 surveys, 65 were not usable due to incompleteness. There were 183 online surveys usable because they were 100% entirely complete. Additionally, 156 paper surveys were collected by the researcher. Of those surveys, 16 were incomplete and excluded from participation. The total number of usable paper surveys was 140 and the total number of surveys, paper and online, usable for data analysis totaled 323; a 17.9% response rate.

Based on the number of acceptable respondent surveys, the researcher concludes results of this study are reliable at a 95% confidence level.

Internal Consistency

One of the most popular ways of evaluating internal consistency in an instrument is the use of Cronbach's alpha test (Bonett & Wright, 2015). More specifically, Cronbach's alpha is the most widely used scale when examining reliability within a single test (İnal, Yilmaz Koğar, Demirdüzen, & Gelbal, 2017). This analysis measures the level of reliability or accuracy of scores when grouped or examined collectively within a survey instrument (Cronbach & Shavelson, 2004). Cronbach's alpha is used in this study to examine the internal consistency of the questions within each individual test as well as the collective accuracy of all five scales combined together in the study's survey instrument. Tables 11-17 provide outputs for those comparisons.

A Cronbach's alpha score of .70 or higher is considered acceptable in social science research (Cortina, 1993). In multiple past studies, the LMX-7 produced internal consistency alphas of .80-.90 (Graen & Uhl Bien, 1995). This study provides similar outcomes of Cronbach's alpha with an output coefficient of .909 as displayed in Table 11. Similarly, previous reliability scores for the TMX scale ranges from .80-.90 (Antar, 2012; Seers, 1989). The alpha score for the TMX scale in this study is .863.

Prior research for the CWX scale reports the alpha for the reliability of the scale ranging from .82-.87 (Sherony & Green, 2002; Phillips & Bedeian, 1994). The alpha coefficient in this study is .846 for the coworker exchange instrument; consistent with prior research. Data analysis of the alpha level for the organizational commitment Scale is .824. Prior research reports the range from .88- .92 (Thompson et al., 2017). The

internal consistency coefficient for the two-item intent to leave Scale is .899. This score

remains consistent with past score ranges of .80-.92 (Alfes et al., 2013; Boroff & Lewin,

1997).

Cronbach's alpha for the five-scale survey used in this study with demographic

questions is .909. Cronbach's alpha for the scale omitting the demographic questions

equals .921. Both alphas are highest of all internal consistency outputs providing

evidence that the scales used together can be considered a reliable, accurate, and

internally consistent instrument for the intent of this study. Table 11 provides reliability

statistics for all instruments used.

Table 11

Reliability Statistics

Instrument	Cronbach's alpha	No. of Items
Leader-Member Exchange	.909	7
Team Member Exchange	.863	10
Coworker Exchange	.846	7
organizational commitment	.824	14
Intent to Leave	.899	2
Complete Survey	.921	40

Statistical Test Assumptions

To assume that the data collected in this study are appropriate for the test used, test specific assumptions must be met. Assumptions refer to the quality of the model and is defined as the ability to take the test outcomes at face value (Fields, 2013). When unmet, a researcher cannot assume that the outcomes of a study are valid and reliable (Ghasemi & Zahediasl, 2012). In this study, Pearson's correlation, partial correlation, and linear regression are used to investigate relationships between the independent and dependent variables of research objectives 2-6. Correlation and regression refer to the way one variable influences another (Casson, & Farmer, 2014). The first assumption of Pearson's correlation, partial correlation and regression is that the data is continuous (Field, 2013). A common method in social science research analyzes ordinal Likert scale as a continuous measurement (Boone & Boone, 2012; Borgatta & Bohrnstedt, 1980; Nunnally & Bernstien, 1994; Stevens, 1946; Wu & Leung, 2017). In this study, Likert scale data convert to a mean composite score for each participant of the study. An average score is calculated for each participant for each survey instrument. The data is converted by calculating an overall mean score for each participates' answers for each survey scale. The outcome provides five mean scores for each participant based on their responses to individual survey items. According to Boone and Boone (2012), once the data converts to a composite mean score, the data can be treated as interval and parametric testing is appropriate.

Other assumptions of correlation, partial correlation, and regression testing in research are normality and equality or homogeneity of variance between the independent and dependent variables (Gastwirth, Gel, & Miao, 2009; Ghasemi & Zahediasl, 2012;

Kim & Cribble, 2018). Normality tests help ensure the data collected resemble a normal

distribution (Ghasemi & Zahediasl, 2012). Tests of homogeneity indicate how much

variance exists in the data and how far from the mean the variance spreads (Kim &

Cribble, 2018). However, when the sample size is large, the data will naturally take on

properties of a normal distribution (Ghasemi & Zahediasl, 2012). It is appropriate in this

study to assume normality and homogeneity with a sample size of 324. According to

Field (2013), if a test of normality and homogeneity were performed, there is a high

chance of false negative outcome or failure to reject the null, because the large size of the

sample will mask small differences in the data. Finally, there should be no significant

outliers (Bhalla, 2017). Correlations and partial correlation outcomes can be very

sensitive to extreme outliers. The data was checked for significant outliers; however,

none were found.

 A final assumption regarding the data of this study concerns linearity. Linearity

assumes that the independent and dependent variables relate and associate together in a

linear way (Casson & Farmer, 2014; Fields, 2013). According to Field (2013), even if

all other parametric testing assumptions are met, but a linear relationship does not exist,

then the model is not valid. To test the data in this study, the researcher used the mean

scores to test for linearity. Table 12 displays outputs of the test.

 The researcher tests linearity by comparing the means of each independent

variable with each outcome variable. As presented in Table 12, outcomes indicate that

linearity exists between all factors and the null hypothesis is rejected for independent

variables leader-member exchange, team member exchange, and coworker exchange and

their relationships with intent to leave and organizational commitment. Deviation from

linearity exists when a significant test statistic occurs. Deviations from linearity indicates

that there is some non-linear component in addition to the linear relationship of each

variable (ANOVA and tests of linearity, n.d.). Some deviation from linearity is present in

the factors intent to leave and leader-member exchange, organizational commitment and

coworker exchange and intent to leave and coworker exchange. In all other factors, the

researcher fails to reject the null hypothesis indicating the deviation from linearity does

not significantly relate to those factors.

Table 12

Test of Linearity

Variable	Test	F	Sig.
Organizational Commitment and Leader-Member Exchange	Linearity	115.203	.000
	Deviation from Linearity	1.535	.055
Intent to Leave and Leader-Member Exchange	Linearity	77.442	.000
	Deviation from Linearity	1.596	.041
Organizational Commitment and Team Member Exchange	Linearity	83.042	.000
	Deviation from Linearity	1.193	.241
Intent to Leave and Team Member Exchange	Linearity	13.715	.000
	Deviation from Linearity	1.322	.140
Organizational Commitment and Coworker Exchange	Linearity	135.653	.000
	Deviation from Linearity	2.087	.004

Table 12 (continued).

	Linearity	41.185	.000
Intent to Leave and Coworker Exchange	Deviation from Linearity	2.028	.005

Research Objective One

The casino resort population used in this study provides a large and diverse sample to examine hospitality professionals ($N = 1800$). All employees of the organization surveyed are over the age of 18 due to state gaming rules that regulate the business operations. Data analysis for research objective one identifies participant demographics of the study. Collecting demographic data allows the researcher to describe the participants so readers can understand similarities and differences between studies (Hughes, Camden, & Yangchen, 2016). Additionally, demographic data allows other researchers to replicate the findings (Hughes et al., 2016). Of the 404 surveys collected, not all were 100% complete. Three hundred and twenty-three were appropriate for analysis because the respondent had answered every question ($N = 323$).

The researcher uses descriptive statistics to provide frequency and percentages for the sample obtained. Table 13 describes the team member participants by age range. The highest frequency of team members to participate were between the ages of 36-45 years old. According to Table 14, 60% of participants were female compared to 40% male. The ethnicity of team members participating in the survey is shown in Table 15. The highest occurrence was from the White/Caucasian group totaling 62.8% of the

sample group. The second highest was in the Black/African American category totaling

26.9% of the sample.

Question four of the survey instrument asked participants to provide a job title.

The intent of this question identifies those team members working in a front of house,

direct guest service environment or a back of house, indirect guest service capacity. The

researcher coded all responses based on work location. As illustrated in Table 16, 259

team members have direct guest service interactions accounting for 80.2% of the sample.

As shown in Table 17 and 18, a majority of team members participating in the survey

reported their time with the organization and in their position between 0-1 year. The

second highest participating group with the most tenured team members reporting time

with the organization over 11 years. However, the second highest group reporting time in

position had tenure between 6-10 years indicating that many of those responding have

held two or more positions with the organization. As previously stated, identifying the

differences of the sample population helps the researcher and the reader better understand

the outcomes of the data analysis (Hughes et al., 2016).

Table 13

Participant Age (N = 323)

Age	Frequency	Percent
18-25	59	18.3
26-35	77	23.8
36-45	83	25.7
46-55	68	21.1
56 & up	36	11.1
Total	323	100.0

Table 14

Participant Gender (N = 323)

Table 14 (continued).

Gender	Frequency	Percent
Male	131	40.6
Female	192	59.4
Total	323	100.0

Table 15

Participant Ethnicity (N = 323)

Ethnicity	Frequency	Percent
White/Caucasian	203	62.8
Black/African American	87	26.9
Hispanic/Latino	10	3.1
Asian/Pacific Islander	14	4.3
Other	9	2.8
Total	323	100.0

Table 16

Participant Front of House (FOH) vs. Back of House (BOH) (n=323)

Front or Back of House	Frequency	Percent
FOH	259	80.2
BOH	64	19.8
Total	323	100.0

Table 17

Participant Number of Years in the Organization (N = 323)

Years in Organization	Frequency	Percent
0-1	133	41.2
2-3	26	8.0
4-5	13	4.0
6-10	65	20.1
11 & up	86	26.6
Total	323	100.0

Table 18

Participant Number of Years in their Current Position (N = 323)

Years in position	Frequency	Percent
0-1	202	62.5
2-3	21	6.5
4-5	9	2.8
6-10	51	15.8
11 & up	40	12.4
Total	323	100.0

Research Objective Two

The intent of Research Objective Two is to examine the relationship between the organization's overall employee perception of leader-member exchange and organizational commitment. To accomplish this objective, the researcher uses Pearson's product-moment correlation (r). A correlation output of $r > .5$ is considered a large effect (Field, 2013). As defined in Table 19, Pearson's correlation coefficient is $r = .507$ with a significance level of $p < .05$. This mean that there is less than a 5% chance that the relationship between our variables occurred due to error (Field, 2013). Fink (2003) suggests keeping the p-value small avoids false positive outcomes. The test statistic of $p < .05$ allows the researcher to reject the null hypothesis of no relationship and assume that a positive and significant relationship exists between leader-member exchange and organizational commitment.

Table 19

Pearson's Correlation of Leader-Member Exchange and Organizational Commitment

Variable	Test	OC
LMX	Pearson's *(r)*	.507
	SIG. (2-tailed)	.000

Table 19 (continued).

Research Objective Three

Research Objective 3 examines the relationship between an organization's overall employee perception of team member exchange and organizational commitment. Using Pearson's correlation, a correlation coefficient of $r = .451$ provides evidence to assume a relationship between team member exchange and organizational commitment exists as illustrated in Table 20. According to Field (2013), a small effect size is $r = .1$, a medium effect size is $r = .3$, and a large effect size would be anything $r = .5$ or larger. The significance level of this relationship is $p < .05$. Because the probability of obtaining an error is less than 5%, the test statistic of $p < .05$ allows the researcher to assume that a relationship exists between team member exchange and organizational commitment.

Table 20

Pearson's Correlation of Team Member Exchange and Organizational Commitment

Variable	Test	OC
	Pearson's *(r)*	.451
TMX		
	SIG. (2-tailed)	.000

Note. TMX = Team Member Exchange; OC = Organizational Commitment.

Research Objective Four

Examining the relationship between an organization's overall employee perception of coworker exchange and organizational commitment is the intent of Research Objective 4. Like Research Objective 2 & 3, the researcher uses the Pearson correlation analysis to identify the strength and direction of the relationship of the variables of interest. Table 21 provides a correlation coefficient of $r = .532$ and a

significance level of $p < .05$ between coworker exchange and organizational

commitment. As previously described, a probability of obtaining an error in this sample

is less than 5%. Additionally, $r < .5$ suggests a large effect size (Field, 2013). The

statistics of $p < .05$ allows the researcher to assume that a relationship exists and reject

the null hypothesis of no relationship.

Table 21

Pearson's Correlation of Coworker Exchange and Organizational Commitment

Variable	Test	OC
CWX	Pearson's *(r)*	.532
	SIG. (2-tailed)	.000

Note. CWX = Coworker Exchange; OC = Organizational Commitment.

Research Objective Five

Research Objective Five's purpose is to determine if leader-member exchange,

team member exchange, or coworker exchange has the greatest influence on

organizational commitment. To determine the largest influence, it is necessary to

determine if each variable group of social exchange is considered statistically different

from one another. Using the Pearson's correlation coefficients obtained from Research

Objectives 2, 3, and 4, correlation scores were converted to z scores using Fisher's z

transformation test. Table 22 provides the outcomes of Fisher's z test. A non-significant

test score indicates that the groups are not statistically similar (Corey, Dunlap, & Burke,

1998). According to the z scores, leader-member exchange, team member exchange, and

coworker exchange are statistically different groups. Additionally, Research Objectives

2, 3, and 4 correlation scores are examined to determine which score has the largest

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influence on intent to leave. Results indicate that coworker exchange possesses the

largest score of $r = .532$. Table 23 provides a comparison of Pearson's correlation scores

for social exchange.

Table 22

Fisher's z Transformation test

Variable	Test	Statistic
LMX and TMX	Fisher's (z)	.92
	SIG. (2-tailed)	.3576
LMX and CWX	Fisher's (z)	-.43
	SIG. (2-tailed)	.6672
TMX and CWX	Fisher's (z)	-1.35
	SIG. (2-tailed)	.177

Note. LMX = Leader- Member Exchange; TMX = Team Member Exchange; CWX = Coworker Exchange

Table 23

Comparison of Social Exchange Correlation Scores

Variable	Test	OC
LMX	Pearson's (r)	.507
	SIG. (2-tailed)	.000
TMX	Pearson's (r)	.451
	SIG. (2-tailed)	.000
CWX	Pearson's (r)	.532
	SIG. (2-tailed)	.000

Table 23 (continued).

Research Objective Six

The purpose of Research Objective 6 is to describe the influence the organization's overall employee perception of organizational commitment has on the organization's overall perception of intent to leave controlling for the organization's overall perception of leader-member exchange, team member exchange, and coworker exchange. Using partial correlation in SPSS, organizational commitment and intent to leave is examined while controlling for effects of leader-member exchange, team member exchange, and coworker exchange. Table 24 provides results of the zero-order correlation and partial correlation analysis. The zero-correlation analysis provides significance levels of $p < .05$ for leader-member exchange, team member exchange, and coworker exchange. The correlation coefficient of organizational commitment and intent to leave Controlling for leader-member exchange, team member exchange, and coworker exchange is $r = .473$ with a significant level of $p < .05$. An alpha of $p < .05$ assumes that there is less than a 5% chance that the researcher made a Type I error, or false positive (Field, 2013). The results illustrate evidence of a significant positive relationship between organizational commitment and intent to leave while controlling for leader-member exchange, team member exchange, and coworker exchange. In other words, organizational commitment and intent to leave possesses a positive relationship with any influence from leader-member exchange, team member exchange, and coworker exchange.

Table 24

Partial Correlation of Organizational Commitment and Intent to Leave

Control Variables	Non-Controlled Variable	Test	OC	Intent to Leave	LMX	TMX	CWX
None	OC	Pearson's *(r)*	1.00	.584	.507	.451	.532
		SIG. (2-tailed)	.000	.000	.000	.000	.000
	Intent to Leave	Pearson's *(r)*	.584	1.00	.433	.200	.328
		SIG. (2-tailed)	.000	.000	.000	.000	.000
LMX & TMX & CWX	OC	Pearson's *(r)*		.473			
		SIG. (2-tailed)		.000			

Note. OC = Organizational Commitment; LMX = Leader-Member Exchange; TMX = Team Member Exchange; CWX = Coworker Exchange

Research Objective Seven

Research objective 7 describes the influence of the organization's overall perception of leader-member exchange, team member exchange, coworker exchange, and organizational commitment on overall perception of intent to leave. The ANOVA Table 25 indicates that at least one variable, leader-member exchange, team member exchange, coworker exchange, or organizational commitment, differs significantly from zero. Table 26 illustrates that leader-member exchange and intent to leave and organizational commitment and Intent to leave possesses a significant and positive linear relationship with a $p < .05$. For example, as leader-member exchange and organizational commitment

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increase for a team member, their intent to leave declines and their desire to search for other employment reduces. Coworker exchange does not significantly predict intent to leave linearly with a $p > .05$. In other words, as an employee's relationship with their coworker gets better, their intent to leave the organization is not affected directly. Finally, team member exchange and intent to leave have a linear relationship with a $p < .05$ significance level, however, the relationship is negative. This outcome suggests positive changes in team member exchange negatively impacts intent to leave. For example, as a team member's relationship with their team unit improves, their intent to leave the organization increases.

Table 25

Model Summary and ANOVA Table: Intent to Leave (n = 323)

Source	SS	df	MS	F	SIG.
Regression	135.347	4	33.837	48.210	.000
Residual	223.193	318	.702		
Total	358.540	322			

$R= .614$
$R^2= .377$
Adjusted $R^2= .370$
$SE=.83777$

Table 26

Regression Output: Intent to Leave (DV) (n=323)

Model	B	Std. Error	t	Sig.	95% CI	
					LL	UL
OC	.819	.355	2.310	.022	.122	1.517
LMX	.252	.069	3.633	.000	.115	.388

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Table 26 (continued).

	B	Std. Error		Sig.	LL	UL
TMX	-.218	.107	-2.046	.042	-.428	-.008
CWX	.015	.102	.147	.883	-.186	.216

Note. OC = Organizational Commitment; LMX = Leader-Member Exchange; TMX = Team Member Exchange; CWX = Corker Exchange; B = Beta; Std. Error = Standard Error; Sig. = Significance level; CI = Confidence Interval; LL = Lower Level; UL = Upper Level.

Summary

The purpose of this study is to examine the influence that social exchange has on perceived organizational commitment and intent to leave in a casino resort environment. The instrument used in this study combines five previously validated scales that measure leader-member exchange, team member exchange, coworker exchange, organizational commitment and intent to leave. By examining the influence of these variables on one another, the researcher can make suggestions regarding human resources development strategies that might improve organizational commitment and decrease intent to leave in the sponsor organization or a similar casino resort environment.

The outcomes of the data provide compelling evidence that social exchange among leaders, members, teams, and coworkers deserves further investigation. Results indicate a meaningful relationship of all types of social exchange to organizational commitment. Outcomes also provide evidence that the facilitation of these relationships may or may not lead to a direct, positive impact on intent to leave. Chapter five provides detailed discussion regarding the results of this study, limitations, and considerations for future research.

CHAPTER V – SUMMARY

Summary

Understanding why employees leave an organization is a major concern of HRD professionals and leaders within organizations (Koster et al., 2011; Shuck et al., 2014; Farmer et al., 2015; Herman et al., 2008; Sherony & Green, 2002). Due to concerns regarding why employees leave, organizational commitment and socialization among team members in the hospitality industry remain relevant to an organization's competitive advantage and cultivation of its human capital (Brien et al., 2015; Lam, 2003; Orlowski et al., 2017). This study addresses social exchange in a casino resort environment. leader-member exchange, team member exchange, and coworker exchange are examined to understand their relationship with organizational commitment and intent to leave. This chapter summarizes the outcomes and recommendations of the study.

Study Findings, Conclusions, and Recommendations

This study provides four findings to describe the relationship that social exchange has with organizational commitment and intent to leave in a casino resort environment. The findings, conclusions, and recommendations provide further investigation and recommendations to the research area of social exchange, organizational commitment, and intent to leave in an organization. Uncovering knowledge regarding ways to influence organizational commitment and intent to leave in a casino resort environment can strengthen the quality of relationships within the organization and improve competitive advantage by retaining skilled and knowledgeable workers. Figure 2 illustrates the influences discussed in each finding.
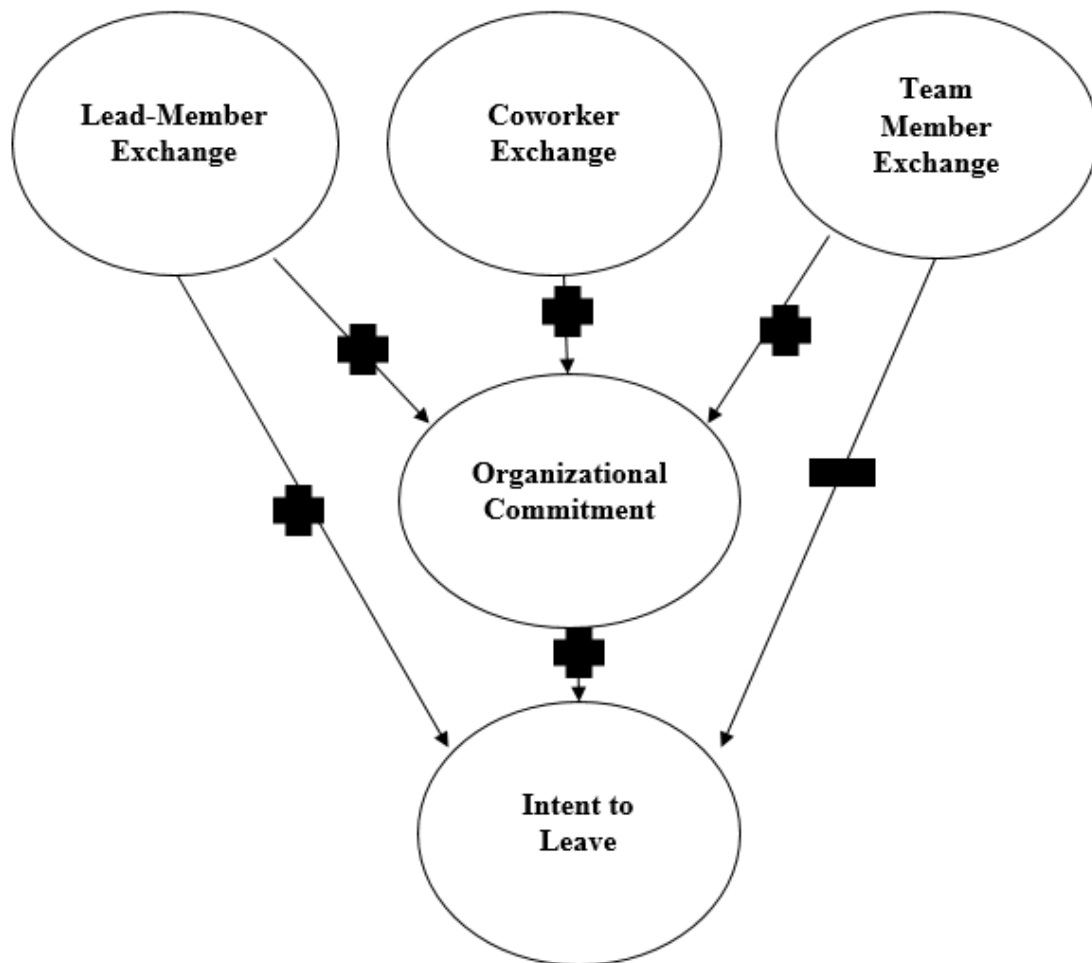
Figure 2. Positive and Negative Influences of Social Exchange, organizational commitment and intent to leave

Finding One: Leader-Member Exchange, Team Member Exchange, and coworker

exchange significantly influence organizational commitment.

This study examines if a positive relationship exists between social exchange and organizational commitment. A significant and positive relationship does exists between leader-member exchange and organizational commitment, team member exchange and organizational commitment, and coworker exchange and organizational commitment among team members in a casino resort environment.

Conclusion One:

This study provides evidence that leader-member exchange, team member exchange, and coworker exchange each positively correlate to organizational commitment. Previous research is consistent with this outcome that social exchange effects organizational commitment and Intentions to Leave on multiple levels (Omilion-Hodges et al.,2016). However, due to the limited availability of studies regarding team member exchange and coworker exchange, Omilion-Hodges et al. (2016) suggest an immediate need to further the study of social exchange. They contend that all types of social exchange have individual abilities that directly influence antecedents of organizational commitment and intent to leave. The current study contributes to their call for further research. All three types of social exchanges among employees examined in this study should be considered important in a casino resort environment.

Recommendation One:

To increase organizational commitment, organizations should develop human resources initiatives aimed at positively facilitating the quality of all types of relationships of social exchange. Gillis (2008) suggests that individuals do not use the same type of behavior across relationships and an individual's actions and behavior depend on their level and type of commitment. Due to the vast differences that exist in organizations, teams, and workgroups, examining antecedents of organizational commitment from multiple facets of exchange is important. Past and current research provides evidence that all exchange positively influences organizational commitment.

This study provides evidence that organizations should concentrate their efforts on improving all social exchanges in an organization to improve organizational

commitment. Therefore, organizations could gain most from focusing HRD strategies on programs that encourage and develop leader, team, and coworker relationships. Potential HRD strategies include improving effective communication among employees and leaders, encouraging respect and trust, and development of employee emotional intelligence skills. Also, development of workgroups and peer relationships is encouraged through frequent opportunities for bonding and team building. Additionally, the Leader-Member relationship should be facilitated through frequent opportunities to coach, mentor, and provide feedback openly. If the organizational goal is to improve organizational commitment, continuous opportunities to engage in relationship development is encouraged.

The opportunity to interact with coworkers, teams, and leaders in a casino resort environment is constant. The sponsor organization employs 1800 team members providing for ongoing and multiple interaction opportunities. When those relationships are developed, organizational commitment is directly influenced. Higher levels of organizational commitment can result in improved job performance, job satisfaction, customer satisfaction, and over organizational morale.

Finding Two: Coworker exchange possesses the strongest relationship with organizational commitment of all social exchanges examined.

The influence that coworker exchange has on organizational commitment in a casino resort environment is greater than the influence of leader-member exchange and team member exchange on organizational commitment.

Conclusion Two:

Determining if one specific type of social exchange has a stronger correlation to organizational commitment than others is a primary objective of this study. Coworker exchange resulted in the highest correlation coefficient with organizational commitment. This outcome significantly contributes to the field of social exchange and peer relationship studies. Omilion-Hodges et al. (2016) suggests coworker exchange might produce a greater effect to Organization Commitment outcomes than past research provides. To date, coworker exchange has received the smallest amount of research focus of all the social exchange variables. This outcome significantly advances the field of coworker exchange and social exchange research.

Recommendation Two:

Coworker exchange and organizational commitment provide the strongest coefficient output of all the exchange relationships. leader-member exchange identified the second strongest correlation coefficient. Team member exchange had the smallest significant relationship with organizational commitment of each social exchange variable examined.

According to peer relationship studies dating back more than 30 years, the peer-peer relationship is stronger than any other social relationships because the bond that develops can last much longer than employment due to a give and receive schematic (Kram & Isabella, 1985). Unfortunately, previous research lacks full exploration of coworker exchange. Past research provides evidence showing a significant association between coworker exchange and other social exchange types. However, Bruning and Seers (2004) suggest coworker exchange is strong enough and has enough influence to be

viewed as having an independent relationship with all other social exchanges. Their research provides correlations of coworker exchange to organizational commitment and workgroup productivity and cohesiveness (Bruning & Seer, 2004). This study strengthens the claims of Bruning and Seers (2004) and Takeuchi et al. (2011) who indicate that coworker exchange has the strongest ability to influence outcomes over and above other types of social exchanges.

In the casino resort environment in this study, coworker interactions occur more than any other type of social exchange. Hospitality employees heavily rely on one another when performing work. Therefore, it is logical to assume that coworker exchange can have the greatest effect on organizational commitment. The sponsor organization can benefit through development of coworker relationships by encouraging opportunities for comradery. The organization could allow for paired break times or encourage activities that pair team members in small groups. This type of strategy would allow for greater facilitation of coworker relationships that can lead to higher levels of organizational commitment.

Finding Three: Organizational commitment, Leader-Member Exchange, and Team Member Exchange predict Intent to Leave.

This study examines the relationship of social exchange and organizational commitment on intent to leave. The outcomes of this study provide evidence that only leader-member exchange and organizational commitment can directly and positively influence intent to leave. Both leader-member exchange and intent to leave and organizational commitment and intent to leave resulted in positive predictive relationships.

Team member exchange also predicts a direct influence on intent to leave, however, the influence is negative. In other words, as team member exchange increases so does the intent to leave.   Finally, coworker exchange did not have any effect on intent to leave.

Conclusion Three:

This study addresses factors that influence intent to leave in a casino resort environment. Outcomes suggests that leader-member exchange and organizational commitment have a direct and positive correlation with intent to leave. Also, team member exchange showed the ability to significantly predict intent to leave, however, the relationship was negative. The negative relationship suggests that as team member exchange increases intent to leave increases, as well.

Interest in intent to leave and turnover research dates back to the 1950's and includes decades of literature regarding turnover models and antecedents of commitment and intent to leave (Brien et al., 2001; March & Simon, 1958; Mitchell et al., 2001; Mobley, 1977; Ng, 2016; Porter et al., 1976). Leader-member exchange has the ability to directly and positively predict intent to leave in a casino resort environment. This outcome is consistent with past research on the topic of leader-member exchange (DeConinck, 2011; Han & Jekel, 2011). In this study, leader-member exchange is the only social exchange that can positively predict intent to leave in a casino resort environment.

Recommendation Three:

When organizations consider ways to sustain competitive advantage in today's marketplace, influencing organizational commitment and intent to leave becomes a top

priority (Carmeli & Weisbery, 2006; Halawi, 2014; Meyer & Allen, 1997; Yang, 2008). With a goal of influencing intent to leave using social exchange, organizations should focus on ways to improve organizational commitment. As organizations influence intent to leave directly, they should focus HRD strategies on facilitating leader-member exchange or organizational commitment. According to the results of the study, encouraging the continued development of relationships in an organization can positively impact both leader-member exchange and organizational commitment thereby influencing intent to leave.

In a casino resort environment, facilitation and development of the Leader-Member relationship has the ability to directly influence intent to leave. Behaviors such as supervisor incivility or negative coworker relations lead to factors of disloyalty, low levels of organizational commitment, high turnover, and absenteeism (Ghosh, 2013; Wikaningrum, 2007). Retaining workers within the organization equates to lower turnover costs, training expenses, higher production, and increased morale. Additionally, facilitation of organizational commitment encourages job satisfaction, low turnover, reciprocity, reduction in absenteeism, and perceived organizational support (Brien et al.,2015; Meyer et al., 2002; Mowday et al.,1982). Both leader-member exchange and organizational commitment can be strengthened through activities that promote leader openness and support. The organization should support open door policies and endorse Leader-Member projects and activities to cultivate those relationships. These activities should be developed to discourage the natural creation of "in-group" and "out-group" scenarios that typically occur in the leader-member exchange dynamic. According to this

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study, as the relationship between leaders and members improve, organizational commitment will increase.

Finding Four: Team Member Exchange and coworker exchange can only positively influence intent to leave by using organizational commitment as an intervening variable.

This study's outcome provides suggestions that to influence intent to leave with team member exchange and coworker exchange, organizational commitment must be an intervening variable that facilitates the relationship. In this study, team member exchange is a negative predictor of intent to leave in a casino resort environment. However, team member exchange is also shown to influence organizational commitment positively. Because organizational commitment and intent to leave possessed a positive and significant relationship when controlling for leader-member exchange, team member exchange, and coworker exchange, it is assumed that team member exchange can positively influence intent to leave, but it must be influenced through organizational commitment as an intervening variable.

Regression analysis in this study did not indicate that coworker exchange was a significant predictor of intent to leave. However, as previously discussed, coworker exchange and organizational commitment correlates positively. Therefore, an assumption can be made that coworker exchange can affect intent to leave, but only with organizational commitment as an intervening variable. In summary, team member exchange and coworker exchange can only influence intent to leave by using social exchange to increase organizational commitment.

Conclusion Four:

This study provides evidence that organizational commitment and intent to leave can be influenced by all types of social exchange, directly and indirectly. Leader-member exchange has the ability to predict intent to leave positively. However, team member exchange and coworker exchange must use organizational commitment to influence intent to leave.

Research posits that organizational commitment is a multidimensional construct that varies depending on its dimension (Meyer et al., 2002). Additionally, committed employees want to stay in the organization (Brunetto et al.,2014; Mowday et al.,1979; Scroggins, 2018). Therefore, it would benefit an organization to focus on improving organizational commitment to improve intent to leave.

Recommendation Four:

Because data analysis suggests that organizational commitment directly influences Intentions to Leave, an organization can positively impact intent to leave by focusing on HRD strategies that increase organizational commitment through positively improving all types of relationships in an organization. Organizations can reduce intent to leave and increase organizational commitment by strengthening personal development strategies focused on employer-employee relationships (Koster et al., 2011). When employees feel valued and have positive work experiences, attitudes improve, turnover intentions decrease and performance increases (Carmeli & Weisberg, 2006; Irving & Meyer, 1994; Ko & Hur, 2014; Neff, 2008; Rahman & Nos, 2013). Organizational commitment has been suggested to improve work productivity, job satisfaction, knowledge sharing, and trust (Brien et al.,2015; Koster et al., 2011). Therefore, by fostering HRD strategies aimed at increasing organizational commitment to reduce intent

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to leave, all types of social exchange are important factors in achieving multiple benefits to organizations. Therefore, in a casino resort environment, it is beneficial to target strategies at increasing organizational commitment to reduce intentions to leave.

Past research offers a holistic perspective of social exchange in an organization (Cox, 1999). A holistic view of leader-member exchange, team member exchange, and coworker exchange contends that workers and leaders alike have an equal effect on the influence of employee turnover (Cox, 1999). Earlier researchers recommend organizations consider a holistic view as a strategy to increase organizational commitment and reducing intent to leave. An advantage of considering this viewpoint includes simultaneous strengthening of all types of social exchange that improve organizational commitment and intent to leave. Organizations implementing a holistic view not only implement multiple strategies simultaneously aimed at improving organizational commitment and intent to leave, but they execute an elevated plan of employee development offering other benefits. Those benefits include higher skilled employees due to longer tenure with improved knowledge sharing opportunities. Organizations should focus HRD strategies aimed at increasing organizational commitment to reduce intent to leave by building and developing exchange relationship of every type.

Limitations of the Study

A study's limitations include factors not controlled for that may influence the outcome of a study (Mauch & Birch, 1993). This study examines leader-member exchange, team member exchange, and coworker exchange to determine which type of social exchange has the strongest relationship with organizational commitment and intent

to leave in a casino resort environment. Generalizability as a limitation makes it difficult to make assumptions outside of the group of interest (Hodkinson & Hodkinson, 2001). Generalizability refers to the ability to draw conclusions over and beyond the group studied (Swanson & Holton, 2009). According to Dilman (2007), generalization errors occur through sampling error, limited coverage, measurement error and nonresponse. Fink (2003) suggests to maximize generalizability a study must include multiple locations over several years. The generalizability limits this study to casino resort or hospitality environments. Sampling error, limited coverage, measurement error, and nonresponse are examples of errors that can limit generalizability (Dilman, 2007). For example, the majority of participants in this study, 41.2%, were employed between 0-1 years and the majority of participants, 62.8%, identified as White/Caucasian. Either one of these variables have the potential to contribute to sampling error. Fink (2003) suggests to maximize generalizability a study must include multiple locations over several years.

Distribution methods of the survey instrument could have contributed to limitations of the survey data. Wright (2005) suggests access issues possess the ability to limit reliable survey results. Distribution of the survey instrument occurred through email, pre-shift communication, and in-person opportunities. Even though available computers exist in multiple locations across the property, a team member might have perceived a lack of access to participate or convenience.

Validity and reliability of the self-reported data pose limitations due to the nature of the survey (Hodkinson & Hodkinson, 2001). Concerns of confidentiality may have influenced some team members to avoid participation. The Human Resources office distributed the survey. This method could have caused team members to feel obligated to

participate. Additionally, some respondents may question anonymity and answer dishonestly. For example, one demographic question in the survey asked participants to reveal their job title. If that team member were the only person in the job title across the property, they may not complete the survey or may not have answered truthfully.

Finally, environmental factors could influence the study's results. For example, this casino resort organization is currently going through an acquisition. This could significantly impact the organizational commitment level of team members in the workplace. If a team member has insecurities regarding their future with the company, they could begin seeking other employment and their intent to leave could increase. In addition to the corporate buyout, the economic presents challenges to organizations. Unemployment in the region is at a record low and recruiting a talented and higher skilled workforce has become more challenging. When an organization struggles with recruiting positions, they could settle for lower quality and skilled candidates that are more inclined to not stay in a role very long. This could affect the overall levels of organizational commitment and intent to leave in the sponsor organization.

Delimitations

Delimitations refer to the variable of a study the researcher controls (Mauch & Birch, 1993). The current study focuses on variables of social exchange in a casino resort environment in the southern region of Louisiana. The study controls for sampling errors (Hodkinson & Hodkinson, 2001) by including all levels of team members from line level to executive with direct and indirect guest service interactions to participate. Additionally, self-selection bias occurs due to certain members of the population predisposed to participating in surveys (Hodkinson & Hodkinson, 2001). A portion of

the population enjoys taking surveys and a portion does not. Self-selection bias is controlled for by offering incentives for participation. The incentives entice those not normally inclined to participate (Dilman, 2007). Finally, the primary focus of this study is to identify which variable of social exchange results in a higher positive relationship with organizational commitment and a lower negative relationship with intent to leave the organization. The study focuses on team member interactions and perspective with their leader, coworker, and team. The study does not focus on the leader's view of the relationship with subordinates, as many other studies do (Kim et al., 2010; Liden & Graen, 1980; Wilhelm, Herd, & Steiner, 1993).

Recommendations for Future Research

The outcomes of this study present recommendations for future research. First, this study should be replicated in different casino resort and hospitality environments. This would further validate the outcomes. The current research encourages the continued development of leader-member exchange, team member exchange, and coworker exchange to further the study of social exchange and its ability to influence organizational commitment and intent to leave.

Additionally, coworker exchange should be explored in more detail. Coworker exchange has the strongest relationship with organizational commitment. Yet, coworker exchange has not been explored to its full potential. Limited studies exist regarding coworker exchange. This study provides evidence that coworker exchange should be considered equally as important to leader-member exchange and team member exchange in today's evolving organizational cultures.

Finally, the study results indicate a negative predictive relationship between team member exchange and intent to leave. The negative predictive relationship between team member exchange and intent to leave urges a look further into the data for possible evidence. Conversely, team member exchange has a significant and positive correlation to organizational commitment. Future research can explore these discrepancies further by analyzing between-group data. Past research suggests that behaviors such as supervisor incivility or negative coworker relations lead to factors of disloyalty, low levels of organizational commitment, high turnover, and absenteeism (Ghosh, 2013; Wikaningrum, 2007). An explanation might be that the team viewed their leader negatively and began expressing their opinions as a group. This could cause team member exchange to increase and intent to leave to increase simultaneously. Additionally, the majority of participants are first-year team members that may feel a general commitment to the team and organization, but not the same as others beyond their first year, therefore, still possessing some intent to leave.

<div align="center">Summary</div>

This study examined the relationship of leader-member exchange, team member exchange, and coworker exchange in a casino resort environment. Outcomes of this study imply that organizational commitment and intent to leave are positively influenced by all types of social exchange in a casino resort environment. Therefore, HRD strategies can make positive impacts towards improving competitive advantage through facilitation of social exchange thereby improving Human Capital. This study furthers research regarding the importance for organizations to consider a holistic view of social exchange to influence organizational commitment and intent to leave. Organizational commitment

is shown to possess significant relationships with leader-member exchange, team member exchange, and coworker exchange. Additionally, organizational commitment is a significant predictor of intent to leave. Due to organizational commitment's relationship as an intervening and predictive variable to social exchange and intent to leave, Organizations should consider it crucial to encourage strategies for its development. Employers must understand the importance of building meaningful relationships with their leaders, teams, and coworkers. This research suggests that as the relationship evolves, organizational commitment can be directly impacted. This study adds to the body of research in the area of social exchange, organizational commitment, and intent to leave. The current research suggests the quality of relationships in an organization directly influence organizational commitment of team members and their intent to leave.

Because competitive advantage continues to be extremely important in today's organizations, social exchange will remain a relevant area of concern (Koster et al., Yin, 2018). The concept of competitive advantage continues as a major underlying premise of Human Capital Development. Organizations evolve and continuous change is evitable to ensure organizational survival. For organizations to be successful, they must invest in their team members (Nafukho, Hairston, & Brooks, 2004). Also, employees must be encouraged to develop and engage in new processes and approaches (Olaniyan & Okemakinde, 2008). The development of human capital contributes to improved productivity, efficiency, and retention in the workplace (Olanivan & Okemakinde, 2008). When individuals feel valued, they work better and invest more. When individuals work better and invest more, organizational commitment increases (3, 2013). High costs of turnover, recruitment, and onboarding new team members can be avoided by focusing on

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ways to improve all relationships to drive improved levels of organizational commitment and improving Human Capital (Koster et al., 2011; Shuck et al., 2014; Farmer et al., 2015; Herman et al., 2008; Sherony & Green, 2002). Because the hospitality industry possesses notoriously high turnover, organizations must strive understand what makes employees stay. The casino resort environment has much to gain from improving the quality of relationships. Benefits include more committed team members with lower turnover intentions, monetary savings in recruitment and onboarding, and better-quality team members trained to understand how to cultivate positive relationships at work. Understanding and facilitating relationships in the workplace can drive high levels of tenure, productivity, knowledge retention, and trust (Brien et al.,2015; Koster et al., 2011). Social exchange encourages higher levels of organizational commitment. In return, organizational commitment encourages social exchange. When employees are committed, they intend to stay longer. Even though outcomes of the study reveal social exchange variables that possess a stronger relationship to organizational commitment than others, all types of social exchange should be considered equally important in positively influencing organizational commitment in a casino resort environment.

APPENDIX A – Approval to Sponsor Research

Laura Haley
_____

From:	Jacqueline
Sent:	Thursday, March 01, 2018 6:37 PM
To:	Laura Haley
Subject:	RE: Approval to Sponsor Student Research

Approved

Thank you,
Jackie

From: Laura Haley
Sent: Thursday, March 01, 2018 4:37 PM
To: Jacqueline
Subject: Approval to Sponsor Student Research

Hi Jackie,

I would like to formally request your permission for   to sponsor my dissertation research project.

As a requirement for my Ph.D. candidacy at The University of Southern Mississippi, I am interested in surveying your population regarding Social Exchange and its effects on commitment and intent to leave in a casino resort environment.

I would like to distribute an online and paper based survey inviting all team members to participate. No risk will be posed to any team members that volunteer and participation is completely voluntary.

You may respond to this email with your decision to approve or disapprove sponsorship.

Thank you in advance,

Laura Haley

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Casino Research

Information about this Study

Purpose

This research project is being conducted by a student at The University of Southern Mississippi.

Description

There are no known potential risks or benefits to you by completing this survey. This voluntary survey should take approximately 10 minutes to complete. Please know, your responses will not be linked to you or your casino property. All data will be stored in a password protected electronic format. All records are kept private and confidential and will be used for research purposes only.

Appreciation

Upon completion of the survey, you may choose to be entered in a drawing for one of five (5) comps to use on property. Winners will be chosen randomly. Finally, your name will be kept separate from your responses. If you choose not to participate or do not finish the survey, you will not be eligible to enter the drawing for comp prizes.

Participation

This research project has been reviewed by the Institutional Review Board (IRB) at The University of Southern Mississippi. The IRB ensures that research projects involving human subjects follow federal regulations. Any questions or concerns about rights as a research participant should be directed to the Chair of the IRB at 601.266.5997. Participation in this project is completely voluntary and participants may withdraw from this study at any time without penalty.

Contact

If you have any questions, feel free to contact usmstudent2018@gmail.com

By clicking the the survey below, you acknowledge that you have read the information regarding the research and agree to participate in this research. You are free to withdraw your participation at any time, without penalty.

1. Do you agree to participate in this survey?

⚪ Yes

⚪ No

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Please answer each question as it best describes you.

2. How old are you?

○ 18-25 ○ 26-35 ○ 36-45 ○ 46-55 ○ 56 or older

3. What is your gender?

○ Male ○ Female

4. What is your ethnicity/race?

○ White/Calcasian ○ Black/African American ○ Histpanic/Latino ○ Asian/Pacific Islander ○ Other

5. What is your current job title?

[   ]

6. How long have you been employed with   Casino Resort?

○ Less than 1 year ○ 1-5 years ○ 6-10 years ○ 11-15 years

7. How long have you been in your current position?

○ Less than 1 year ○ 1-5 years ○ 6-10 years ○ 11-15 years

2

Instructions: This questionnaire contains items that ask you to describe your relationship with your leader. For each of the items, indicate the degree to which you think the item is true for you by circling one of the responses that appear below the item.

8. Do you know where you stand with your **leader**... [and] do you usually know how satisfied your **leader** is with what you do?

⭘ Rarely ⭘ Occasionally ⭘ Sometimes ⭘ Fairly Often ⭘ Very Often

9. How well does your **leader** understand your job problems and needs?

⭘ Not a bit ⭘ A little ⭘ A fair amount ⭘ Quite a bit ⭘ A great deal

10. How well does your **leader** recognize your potential?

⭘ Not at all ⭘ A little ⭘ Moderately ⭘ Mostly ⭘ Fully

11. Regardless of how much formal authority (power) your **leader** has built into his or her position, what are the chances that your **leader** would use his or her power to help you solve problems in your work?

⭘ None ⭘ Small ⭘ Moderate ⭘ High ⭘ Very High

12. Again, regardless of the amount of formal authority (power) that your **leader** has, what are the chances that he or she would "bail you out" at his or her own expense?

⭘ None ⭘ Small ⭘ Moderate ⭘ High ⭘ Very High

13. I have enough confidence in my **leader** that I would defend and justify his or her decision if he or she were not present to do so.

⭘ Strongly Disagree ⭘ Disagree ⭘ Neutral ⭘ Agree ⭘ Strongly Agree

14. How would you characterize your working relationship with your **leader**?

⭘ Extremely ineffective ⭘ Worse than average ⭘ Average ⭘ Better than average ⭘ Extremely effective

3

Instructions: This part of the questionnaire asks about your role in relation to your <u>work unit</u>. Please focus on the way in which you work with other members of your work unit, not on how much you personally like or dislike other members as friends.

Strongly Agree= 1   Disagree= 2   Neither agree nor disagree= 3   Agree= 4   Strongly agree= 5

15. Other **group members** clearly recognize my potential.

⬭ 1 ⬭ 2 ⬭ 3 ⬭ 4 ⬭ 5

16. Other **group members** usually let me know when I have done something that makes their job easier (or harder).

⬭ 1 ⬭ 2 ⬭ 3 ⬭ 4 ⬭ 5

17. In busy situations, other **group members** often volunteer to help me out.

⬭ 1 ⬭ 2 ⬭ 3 ⬭ 4 ⬭ 5

18. When other **group members** are busy I often volunteer to help them out.

⬭ 1 ⬭ 2 ⬭ 3 ⬭ 4 ⬭ 5

19. I often let other **team members** know when they have done something that makes my job easier (or harder).

⬭ 1 ⬭ 2 ⬭ 3 ⬭ 4 ⬭ 5

20. Other **group members** are willing to finish work that was assigned to me.

⬭ 1 ⬭ 2 ⬭ 3 ⬭ 4 ⬭ 5

21. Other **group members** clearly understand my job related problems and needs.

⬭ 1 ⬭ 2 ⬭ 3 ⬭ 4 ⬭ 5

22. I often make suggestions about better work methods to other **team members.**

⬭ 1 ⬭ 2 ⬭ 3 ⬭ 4 ⬭ 5

4

23. I am willing to finish work that has been given to other people.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

24. I am flexible about switching job responsibilities to make things easier for **team members**.

○ 1 ○ 2 ○ 3 ○ 4 ○ 5

5

Instructions: This questionnaire contains items that ask you to describe your relationship with a coworker. For each of the items, indicate the degree to which you think the item is true for you by circling only one of the responses that appear below the item.

25. Do you know where you stand with your **coworker**... [and] do you usually know how satisfied your **coworker** is with you?

◯ Rarely ◯ Occasionally ◯ Sometimes ◯ Fairly Often ◯ Very often

26. How well does your **coworker** understand your job related problems and needs?

◯ Not a bit ◯ A little ◯ A fair amount ◯ Quite a bit ◯ A great deal

27. Regardless of how much formal authority (power) your **coworker** has built into his or her position, what are the chances that your **coworker** would use his or her power to help you solve problems in your work?

◯ Not at all ◯ A little ◯ Moderately ◯ Mostly ◯ Fully

28. Again, regardless of the amount of formal authority that your **coworker** has, what are the chances that he or she would "bail you out" at his or her expense?

◯ None ◯ Small ◯ Moderate ◯ High ◯ Very high

29. I have enough confidence in my **coworker** that I would defend or justify his or her decision if he or she were not present to do so.

◯ Strongly disagree ◯ Disagree ◯ Neutral ◯ Agree ◯ Strongly Agree

30. How would you characterize your worker relationship with your **coworker**?

◯ Extremely ineffective ◯ Worse than average ◯ Average ◯ Better than average ◯ Extremely effective

6

Instructions: Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working Casino Resort) please indicate the degree of your agreement or disagreement with each statement by checking one of the seven options below each statement.

Strongly disagree= 1
Moderately disagree= 2
Slightly disagree= 3
Neither disagree nor agree= 4
Slightly agree= 5
Moderately agree= 6
Strongly agree= 7

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

○ 1

○ 2

○ 3

○ 4

○ 5

○ 5

○ 7

32. I feel very little loyalty to this **organization**.

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 7

7

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

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 7

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

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 7

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

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 6

8

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

- ◯ 1
- ◯ 2
- ◯ 3
- ◯ 4
- ◯ 5
- ◯ 6
- ◯ 7

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

- ◯ 1
- ◯ 2
- ◯ 3
- ◯ 4
- ◯ 5
- ◯ 6
- ◯ 7

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

- ◯ 1
- ◯ 2
- ◯ 3
- ◯ 4
- ◯ 5
- ◯ 6
- ◯ 7

9

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

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 7

40. I am extremely glad that I chose this **organization** to work for, over others that I was considering at the time I joined.

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 7

41. There's not too much to be gained by sticking with this **organization** indefinitely.

○ 1

○ 2

○ 3

○ 3

○ 4

○ 5

○ 6

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

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 7

43. I really care about the fate of this **organization**.

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 7

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

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 7

11

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

- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5
- ○ 6
- ○ 7

Instructions: This questionnaire contains items that ask you to describe your <u>intent to leave</u> the organization. For each of the items, indicate the degree to which you think the item is true for you by circling one of the responses that appear below the item.

Strongly disagree= 1   Disagree= 2   Neither agree nor disagree= 3   Agree= 4   Strongly agree= 5

46. I am seriously thinking about quitting this **firm** for an alternate employer.

◯ 1 ◯ 2 ◯ 3 ◯ 4 ◯ 5

47. During the next year I will probably look for another job outside of this **firm**.

◯ 1 ◯ 2 ◯ 3 ◯ 4 ◯ 5

Thank you for your participation!!!

To enter a drawing for a chance to win 1 of 5 comps to use at   please email your name to usmstudent2018@gmail.com with the subject titled "Survey Complete".

You may also stop by Human Resources and notify the staff that you have completed your survey. At that time you will be asked to write your name on a paper that will be entered into the drawing.

14

131

APPENDIX C Paper Survey Instrument

Information about this Study

Purpose

This research project is being conducted by a student at The University of Southern Mississippi.

Description

There are no known potential risks or benefits to you for completing this survey. This voluntary survey should take approximately 10 minutes to complete. Please know, your responses will not be linked to you or your casino property. All data will be stored in a password protected electronic format. All records are kept private and confidential and will be used for research purposes only.

Appreciation

Upon completion of the survey, you may choose to be entered in a drawing for one of five (5) comps to use on property. Winners will be chosen randomly. Finally, your name will be kept separate from your responses. If you choose not to participate or do not complete the survey, you will not be eligible to enter the drawing for comp prizes.

Participation

This research project has been reviewed by the Institutional Review Board (IRB) at The University of Southern Mississippi. The IRB ensures that research projects involving human subjects follow federal regulations. Any questions or concerns about rights as a research participant should be directed to the Chair of the IRB at 601.266.5997. Participation in this project is completely voluntary and participants may withdraw from this study at any time.

Contact

If you have any questions, feel free to contact usmstudent2018@gmail.com

Please answer each question as it best describes you.	

1	How old are you?
	Circle one:
	18-25　　　　26-35　　　　36-45　　　　46-55　　　　56 & up

2	What is your gender?
	Circle one:
	Male　　　　Female

3	What is your ethnicity?
	Circle one:
	White/Caucasian　　Black/African American　　Hispanic/ Latino　　Asian/Pacific Islander　　Other

4	What is your current position at this organization?
	Fill in the blank:_____

5	How long have you been employed with this organization?
	Circle one:
	0-1 years　　　　2-3 years　　　　4-5 years　　　　6-10 years　　　　11 years & up

6	How long have you been in your current position?
	Circle one:
	0-1 years　　　　2-3 years　　　　4-5 years　　　　6-10 years　　　　11 years & up

	Instructions: This questionnaire contains items that ask you to describe your relationship with your leader. For each of the items, indicate the degree to which you think the item is true for you by circling only one of the responses that appear below the item.

7	Do you know where you stand with your **leader** . . . [and] do you usually know how satisfied your leader is with what you do?
	Circle one:
	Rarely · Occasionally · Sometimes · Fairly Often · Very Often

8	How well does your **leader** understand your job problems and needs?
	Circle one:
	Not a bit · A little · A fair amount · Quite a bit · A Great Deal

9	How well does your **leader** recognize your potential?
	Circle one:
	Not at all · A little · Moderately · Mostly · Fully

10	Regardless of how much formal authority your **leader** has built into his or her position, what are the chances that your **leader** would use his or her power to help you solve problems in your work?
	Circle one:
	None · Small · Moderate · High · Very High

11	Again, regardless of the amount of formal authority your **leader** has, what are the chances that he or she would "bail you out" at his or her expense?
	Circle one:
	None · Small · Moderate · High · Very High

12	I have enough confidence in my **leader** that I would defend and justify his or her decision if he or she were not present to do so.
	Circle one:
	Strongly Disagree · Disagree · Neutral · Agree · Strongly Agree

13	How would you characterize your working relationship with your **leader**?
	Circle one:
	Extremely ineffective · Worse than average · Average · Better than average · Extremely effective

Instructions: This part of the questionnaire asks about your role in relation to your work unit. Please focus on the way in which you work with other members of your work unit, not on how much you personally like or dislike other members as friends.				
Strongly Disagree= 1	**Disagree= 2**	**Neither Agree nor Disagree= 3**	**Agree= 4**	**Strongly Agree= 5**

14 Other **group members** clearly recognize my potential.

Circle one:
       1   2   3   4   5

15 Other **group members** usually let me know when I have done something that makes their job easier (or harder).

Circle one:
       1   2   3   4   5

16 In busy situations, other **group members** often volunteer to help me out.

Circle one:
       1   2   3   4   5

17 When other **group members** are busy I often volunteer to help them out.

Circle one:
       1   2   3   4   5

18 I often let other **team members** know when they have done something that makes my job easier (or harder).

Circle one:
       1   2   3   4   5

19 Other **group members** are willing to finish work that was assigned to me.

Circle one:
       1   2   3   4   5

20 Other **group members** clearly understand my job-related problems and needs.

Circle one:
       1   2   3   4   5

21 I often make suggestions about better work methods to other **team members**.

Circle one:
       1   2   3   4   5

22 I am willing to finish work that has been given to other **group members**.

Circle one:
       1   2   3   4   5

23 I am flexible about switching job responsibilities to make things easier for **team members**.

Circle one:
       1   2   3   4   5

Instructions: This questionnaire contains items that ask you to describe your relationship with a coworker. For each of the items, indicate the degree to which you think the item is true for you by circling only one of the responses that appear below the item.

24	Do you know where you stand with your **coworker** . . . [and] do you usually know how satisfied your **coworker** is with what you do?

Circle one:

Rarely	Occasionally	Sometimes	Fairly Often	Very Often

25	How well does your **coworker** understand your job problems and needs?

Circle one:

Not a bit	A little	A fair amount	Quite a bit	A Great Deal

26	Regardless of how much formal authority your **coworker** has built into his or her position, what are the chances that your **coworker** would use his or her power to help you solve problems in your work?

Circle one:

Not at all	A little	Moderately	Mostly	Fully

27	Again, regardless of the amount of formal authority your **coworker** has, what are the chances that he or she would "bail you out" at his or her expense?

Circle one:

None	Small	Moderate	High	Very High

28	I have enough confidence in my **coworker** that I would defend and justify his or her decision if he or she were not present to do so.

Circle one:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

29	How would you characterize your working relationship with your **coworker**?

Circle one:

Extremely ineffective	Worse than average	Average	Better than average	Extremely effective

	Instructions: Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working (_____Casino Resort) please indicate the degree of your agreement or disagreement with each statement by checking one of the seven options below each statement.						
	Strongly Disagree= 1	**Moderately Disagree= 2**	**Slightly Disagree= 3**	**Neither Disagree nor Agree= 4**	**Slightly Agree= 5**	**Moderately Agree= 6**	**Strongly Agree= 7**
30	I am willing to put in a great deal of effort beyond that normally expected in order to help this **organization** be successful. *Circle one:*						
	1	2	3	4	5	6	7
31	I talk up this **organization** to my friends as a great **organization** to work for. *Circle one:*						
	1	2	3	4	5	6	7
32	I feel very little loyalty to this **organization**. *Circle one:*						
	1	2	3	4	5	6	7
33	I would accept almost any type of job assignment in order to keep working for this **organization.** *Circle one:*						
	1	2	3	4	5	6	7
34	I find that my values and the **organization's** values are very similar. *Circle one:*						
	1	2	3	4	5	6	7
35	I am proud to tell others that I am part of this **organization**. *Circle one:*						
	1	2	3	4	5	6	7
36	I could just as well be working for a different **organization** as long as the type of work were similar. *Circle one:*						
	1	2	3	4	5	6	7

		Strongly Disagree= 1	Moderately Disagree= 2	Slightly Disagree= 3	Neither Disagree nor Agree= 4	Slightly Agree= 5	Moderately Agree= 6	Strongly Agree= 7
37	This **organization** really inspires the very best in me in the way of job performance. *Circle one:*	1	2	3	4	5	6	7
38	It would take very little change in my present circumstances to cause me to leave this **organization**. *Circle one:*	1	2	3	4	5	6	7
39	I am extremely glad that I chose this **organization** to work for, over others I was considering at the time I joined. *Circle one:*	1	2	3	4	5	6	7
40	There's not too much to be gained by sticking with this **organization** indefinitely. *Circle one:*	1	2	3	4	5	6	7
41	Often, I find it difficult to agree with this **organization's** policies on important matters relating to its employees. *Circle one:*	1	2	3	4	5	6	7
42	I really care about the fate of this **organization**. *Circle one:*	1	2	3	4	5	6	7
43	For me this is the best of all possible **organizations** for which to work. *Circle one:*	1	2	3	4	5	6	7
44	Deciding to work for this **organization** was a definite mistake on my part. *Circle one:*	1	2	3	4	5	6	7

Instructions: This questionnaire contains items that ask you to describe your Intent to Leave the organization. For each of the items, indicate the degree to which you think the item is true for you by circling one of the responses that appear below the item.

Strongly Disagree= 1	**Disagree= 2**	**Neither Agree nor Disagree= 3**	**Agree= 4**	**Strongly Agree= 5**

45 I am seriously considering quitting this firm for an alternative employer.

Circle one:

1	2	3	4	5

46 During the next year, I will probably look for a new job outside this firm.

Circle one:

1	2	3	4	5

Thank you for your participation!!!

Don't forget to enter into the drawing!!!

To enter in a drawing for a chance to win 1 of 5 comps to use at _____ Casino Resort please complete one of the following:

1.) If completing in the employee dining room, please write your name on an entry form provided by the researcher and drop it into the drawing bin.

2.) If completing a paper copy on your own, please stop by HR and notify the staff that you have completed the survey. You will be asked to write your name on an entry form provided and drop it into the drawing bin. Or, you may send the researcher an email with the subject titled "Survey Complete" with your name in the body of the email.
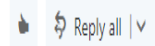
APPENDIX D – Permission to Use Survey Leader-Member Exchange-7 Scale (LMX-7)

Uhl-Bien, Mary <m.uhl-bien@tcu.edu>
Sat 7/22/2017, 5:29 PM
Laura Haley ⌄

Inbox

It is a publicly available measure so you are free to us it. All best in your research!

Mary

_____

From: Laura Haley <Laura.Haley@usm.edu>
Sent: Saturday, July 22, 2017 5:22 PM
To: Uhl-Bien, Mary
Cc: Laura Haley
Subject: Request to use LMX-7 for Dissertation Study

Hi Dr. Uhl-Bien,

My name is Laura Haley and I am currently a Human Capital Development Ph.D. student at the University of Southern Mississippi. I am post comps and working on my dissertation examining social exchange in a casino resort environment. I would like to request permission to use the LMX-7 scale to determine the relationship of LMX to TMX and CWX and how it correlates to commitment and intent to leave. I am excited about the opportunity to contribute to the body of literature surrounding Leader Member Exchange.

Please let me know if you have any questions or concerns and I look forward to hearing from you.

Sincerely,

Laura Haley

APPENDIX E -Permission to Use Survey Team Member Exchange Scale (TMX)

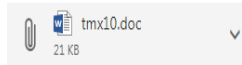Re: Request to use TMX Scale (1995) for dissertation purposes

AS Anson Seers <aseers@vcu.edu>
Tue 7/25/2017, 6:42 PM
Laura Haley ⦾

Inbox

📎 📄 tmx10.doc
21 KB ⌄

Download   Save to OneDrive - The University of Southern Mississippi

💬 | Action Items

Hi Laura,

By all means, I'm honored for you to extend TMX research. I'm attaching the reformatted TMX10 that makes scoring and interpretation more straightforward than what I used in the original 1989 study.

If Sharon Topping is still active on the USM campus, please say hi for me.

Anson

On Sun, Jul 23, 2017 at 12:41 PM, Laura Haley <Laura.Haley@usm.edu> wrote:

> Hi Dr. Seers,
>
> My name is Laura Haley and I am currently a Human Capital Development Ph.D. student at the University of Southern Mississippi. I am post comps and working on my dissertation examining social exchange in a casino resort environment. I would like to request permission to use the 10-item TMX Scale to determine the relationship of TMX to LMX and CWX and how it correlates to commitment and intent to leave. I am excited about the opportunity to contribute to the body of literature surrounding team member exchange.
>
> Please let me know if you have any questions or concerns and I look forward to hearing from you.
>
> Sincerely,
>
> Laura Haley

CWX

Steve Green <sggreen45@gmail.com>
Thu 12/14/2017, 8:13 AM
Laura Haley ⌄

👍 ↩ Reply all | ⌄

Inbox

You replied on 12/14/2017 8:24 AM.

Hi Laura,
Steve here. Finally tracked me down. I would be pleased to give you permisstion to use the modified LMX scale that Kate and I developed. Hope it helps you move your research forward. Best luck.

--
Be well,
Steve

From: Krannert PHD Admissions <phd@purdue.edu>
Sent: Thursday, December 14, 2017 7:30:00 AM
To: Laura Haley
Subject: Re: Dr. Steve Green

Hi Laura,

I have forwarded your email to one of the faculty that is still in touch with Steve Green and he is going to forward it to Steve. Hopefully you will get a response soon.

Karen

Sincerely,

Krannert Economics, Management, and OBHR Doctoral Programs
Purdue University
Krannert Center for Executive Education and Research, Suite 104
425 West State Street
West Lafayette, Indiana 47907-2056
Phone: (765) 494-4375
Fax: (765) 494-1526
Email: krannertphd@purdue.edu
Web: www.krannert.purdue.edu/programs/phd

From: Laura Haley <Laura.Haley@usm.edu>
Sent: Wednesday, December 13, 2017 3:21 PM
To: krannertphd@purdue.edu; Krannert Dean
Cc: Laura Haley
Subject: Dr. Steve Green

Hi,

My name is Laura Haley and I am a Ph.D. candidate at the University of Southern Mississippi. I am searching for a way to contact Dr. Steve Green to request permission to use a scale he developed in my research. I have found multiple email addresses, however, everything has returned to me without success. I even called the school and was given an email address that bounced back to me.

I was wondering if you could assist me in locating him or forward my email to his attention.

Any assistant that you can offer is greatly appreciated!

Hi Dr. Green,

My name is Laura Haley and I am currently a Human Capital Development Ph.D. student at the University of Southern Mississippi. I am post comps and working on my dissertation examining social exchange in a casino resort environment. I would like to request permission to use the adapted LMX-7 scale to measure CWX that you developed in 2002 with Dr. Sherony. My intent is to measure LMX to TMX and CWX and determine how they correlate to commitment and intent to leave in a casino resort environment. I am excited about the opportunity to contribute to the body of literature surrounding Coworker Exchange.

Please let me know if you have any questions or concerns and I look forward to hearing from you.

Sincerely,

APPENDIX G – Permission to Use Survey Organizational Commitment Questionnaire Scale (OCQ)

Rick Mowday <rmowday@uoregon.edu>
Sun 7/23/2017, 12:25 PM
Laura Haley ⌄

👍 ↩ Reply all | ⌄

Inbox

Laura

The Organizational Commitment Questionnaire (OCQ) was originally developed by the late Professor Lyman Porter. He decided not to copyright the instrument to encourage its use by others in research. As a consequence, the OCQ legally exists in the public domain and you are free to use it without explicit permission.

Good luck on your dissertation research.

Rick

From: Laura Haley <Laura.Haley@usm.edu>
Sent: Sunday, July 23, 2017 9:24 AM
To: Rick Mowday
Cc: Laura Haley
Subject: Re: Request to use the Organizational Commitment Questionaire for dissertation study*

Hi Dr. Mowday,

My name is Laura Haley and I am currently a Human Capital Development Ph.D. student at the University of Southern Mississippi. I am post comps and working on my dissertation examining social exchange in a casino resort environment. I would like to request permission to use the Organizational Commitment Questionnaire to determine the relationship of LMX to TMX and CWX and how it correlates to commitment and intent to leave. I am excited about the opportunity to contribute to the body of literature surrounding Organizational Commitment.

Please let me know if you have any questions or concerns and I look forward to hearing from you.

Sincerely,

Laura Haley

APPENDIX H – Permission to Use Survey Intent to Leave Scale

Request to use Intent to Leave Survey (1997) for dissertation study

LH **Laura Haley**
Sun 7/23/2017, 11:20 AM
karen.boroff@shu.edu; Laura Haley ⅴ

🖒 ↩ Reply all | ⌄

Sent Items

Hi Dr. Boroff,

My name is Laura Haley and I am currently a Human Capital Development Ph.D. student at the University of Southern Mississippi. I am post comps and working on my dissertation examining social exchange in a casino resort environment. I would like to request permission to use the Intent to Leave Scale (1997) to determine the relationship of LMX to TMX and CWX and how it correlates to commitment and intent to leave. I am excited about the opportunity to contribute to the body of literature surrounding intent to leave.

Please let me know if you have any questions or concerns and I look forward to hearing from you.
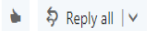
Sincerely,

Laura Haley

survey instrument

KB **Karen Boroff** <Karen.Boroff@shu.edu>
Tue 8/1/2017, 3:48 PM
Laura Haley ⅴ

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Ms. Haley

Dear Laura,

In the spirit of collegiality, but coupled with your affirmation not to disclose the name of the employer, I share with you the survey instrument used for the 1997 paper with David Lewin. The survey itself was created by myself and another colleague, Dr. Jeff Keefe. Use this however you see fit in your work; provide attribution as needed. Of course, you can use the questions in the Appendix of the Boroff/Lewin paper.

Good luck in your work!

Karen Boroff

From: boroffka [mailto:karen.boroff@shu.edu]
Sent: Tuesday, August 1, 2017 3:21 PM
To: Karen Boroff <Karen.Boroff@shu.edu>
Subject: Attached Image

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APPENDIX I – IRB Approval to Conduct Study

THE UNIVERSITY OF SOUTHERN MISSISSIPPI

INSTITUTIONAL REVIEW BOARD
118 College Drive #5147 | Hattiesburg, MS 39406-0001
Phone: 601.266.5997 | Fax: 601.266.4377 | www.usm.edu/research/institutional.review.board

NOTICE OF COMMITTEE ACTION

The project has been reviewed by The University of Southern Mississippi Institutional Review Board in accordance with Federal Drug Administration regulations (21 CFR 26, 111), Department of Health and Human Services (45 CFR Part 46), and university guidelines to ensure adherence to the following criteria:

- The risks to subjects are minimized.
- The risks to subjects are reasonable in relation to the anticipated benefits.
- The selection of subjects is equitable.
- Informed consent is adequate and appropriately documented.
- Where appropriate, the research plan makes adequate provisions for monitoring the data collected to ensure the safety of the subjects.
- Where appropriate, there are adequate provisions to protect the privacy of subjects and to maintain the confidentiality of all data.
- Appropriate additional safeguards have been included to protect vulnerable subjects.
- Any unanticipated, serious, or continuing problems encountered regarding risks to subjects must be reported immediately, but not later than 10 days following the event. This should be reported to the IRB Office via the "Adverse Effect Report Form".
- If approved, the maximum period of approval is limited to twelve months. Projects that exceed this period must submit an application for renewal or continuation.

PROTOCOL NUMBER: 18040903
PROJECT TITLE: What Makes Emploees Stay? Examining Social Exchange Relationships, Commitment, and Intent to Leave in Casino Employees
PROJECT TYPE: Doctoral Dissertation
RESEARCHER(S): Laura Holland Haley
COLLEGE/DIVISION: College of Science and Technology
DEPARTMENT: Human Capital Development
FUNDING AGENCY/SPONSOR: N/A
IRB COMMITTEE ACTION: Expedited Review Approval
PERIOD OF APPROVAL: 04/10/2018 to 04/09/2019
Lawrence A. Hosman, Ph.D.
Institutional Review Board

APPENDIX J -Email Communication Survey Participants- 1st Contact to All Participants
with Active Email

04/20/2018

Dear Team Member,

A few days from now, you will receive an email request to complete a brief questionnaire
for a doctoral research project being completed by a student at The University of
Southern Mississippi.

Once you complete the survey, you will be entered into a contest for the chance to win
one of 5 comps to use on property! Those comps include a chance at $25.00 to spend or
pool passes.

On Monday, April 23^{rd,} you will receive an email containing instructions on how to
complete the survey via surveymonkey.com. The survey will take approximately 10
minutes to complete and can be completed in the Commons, Human Resources, on your
phone, at home, or anywhere else that has Internet access.

 Your participation is voluntary and your identity will remain anonymous. Individual
responses are confidential. Your answers to questions confirm your consent to
participate. If you have any questions about this research you may contact Laura Haley,
at 337-395-7207 or at laura.haley@ldlmail.com. You can withdraw participation at any
time without penalty.

Thanks in advance for your participation,

Laura Haley
Human Resources Talent Business Partner

APPENDIX K –Email Communication Survey Participants- 1st Communication to Department Leaders for Pre-shift Communication

04/20/2018

Dear Department Leader,

A few days from now, all team members with email access will receive a request to complete a brief questionnaire for a research project being completed by a student at the University of Southern Mississippi.

We need your assistance in communicating participation to those who do not have email in your daily preshift!

Once the survey is complete, the team member will be entered into a contest for the chance to win one of 5 comps to use on property! Those comps include a chance at $25.00 to spend or pool passes.

On Monday, April 23rd, you will receive an email containing instructions on how to complete the survey via surveymonkey.com. ***Team members can use the web address or pick up a paper copy to complete in Human Resources.*** Someone will also be available in the commons at the times listed below to offer the survey or answer questions. The survey will take approximately 10 minutes to complete and can be completed in the Commons, Human Resources, on your phone, at home, or anywhere else that has Internet access.

 Participation is voluntary and identities will remain anonymous. Individual responses are confidential.   Answering questions confirms the team members consent to participate. If you have any questions about this research you may contact Laura Haley, at 337-395-7207 or at laura.haley@ldlmail.com. You can withdraw participation at any time without penalty.

Wednesday 04/25/2018 (7:00-8:00 pm)   Tuesday 05/01/2018 (3:30-4:30 pm)
Friday 04/27/2018 (11:30 am-12:30 pm)   Friday 05/04/2018 (6:00-7:00 am)
Monday 04/30/2018 (3:00-4:00 am)   Saturday 05/05/2018 (5:00- 6:00 pm)

Thanks in advance for your participation,

Laura Haley
Human Resources Talent Business Partner

04/23/2018

Dear Team Member,

You have been selected to complete a brief survey.

Simply click on the link below, or cut and paste the entire URL into your browser to access the survey:

https://www.surveymonkey.com/r/P8KXT6X

Your participation is voluntary and your identity will remain anonymous. Individual responses are confidential. Your answers to questions confirm your consent to participate.

Once you complete the survey, you will be entered into a chance to win 1 of 5 comps to use on property! Those comps include a chance at $25.00 to spend or pool passes. Once you complete the survey, you will be given instructions on how to enter your name into the drawing. You can withdraw participation at any time without penalty.

If you have questions or difficulties completing the survey, please contact me at 337-395-7207 or laura.haley@ldlmail.com.

Thank you in advance for your participation,

Laura Haley
HR Talent Business Partner

APPENDIX M – Email Communications Survey Participants- 2nd Contact to all
Department Leaders for Pre-shift Communication

04/23/2018

Dear Department Leader,

We need your assistance in communicating a request for survey.

Not all of our team members have active email. Please communicate this opportunity in daily pre-shift.

Team members can participate by stopping by the Human Resources to complete a paper copy or by the link below. Cut and paste the entire URL into your browser to access the survey:

https://www.surveymonkey.com/r/P8KXT6X

Please inform team members that participation is voluntary and thier identity will remain anonymous. Individual responses are confidential. Answering the survey questions confirms the team members consent to participate.

Someone will also be available in the commons at the times listed below to offer the survey or answer questions.

Wednesday 04/25/2018 (7:00-8:00 pm)   Tuesday 05/01/2018 (3:30-4:30 pm)
Friday 04/27/2018 (11:30 am-12:30 pm)   Friday 05/04/2018 (6:00-7:00 am)
Monday 04/30/2018 (3:00-4:00 am)   Saturday 05/05/2018 (5:00- 6:00 pm)

Once the team member completes the survey, they will be entered into a chance to win 1 or 5 comps to on property. Those comps include a chance at $25.00 to spend or pool passes. Once the team member completes the survey, they will be given instructions on how to enter their name into the drawing. You can withdraw participation at any time without penalty.

If you have questions or difficulties completing the survey, please contact me at 337-395-7207 or laura.haley@ldlmail.com.

Thank you in advance for your participation,

Laura Haley
HR Talent Business Partner

APPENDIX N – Email Communications Survey Participants- 3rd Contact to Participants with Active Email

04/30/2018

Dear Team Member,

About a week ago, you received communication requesting your participation in a web based survey.

If you have already completed the survey, thank you very much for your participation. If you have not had the opportunity to complete the survey, you can do so by selecting the link below or copying and pasting it into your browser. It will only take approximately 10 minutes to complete.

To access the survey, click on the link below, or cut and paste the entire URL into your browser to access the survey:

https://www.surveymonkey.com/r/P8KXT6X

Your participation is voluntary and your identity will remain anonymous. Individual responses are confidential. Your answers to questions confirm your consent to participate.

Once you complete the survey, you will be given instructions on how to submit your name into the drawing for a chance to **win 1 or 5 comps to use on property**. Those comps include a chance at $25.00 to spend or pool passes.

If you have questions or difficulties completing the survey, please contact me at 337-395-7207 or laura.haley@ldlmail.com.

Thank you in advance for your participation,

Laura Haley
HR Talent Business Partner

APPENDIX O –Email Communications Survey Participants- 3rd Contact to Department
Leaders for Pre-shift Communication

Date

Dear Department Leader,

About a week ago, you received communication requesting team member participation in
a web based survey.

Thank you for your assistance in communicating this opportunity. If the team member
has not had an opportunity to complete the survey, they can do so by selecting the link
below or copying and pasting it into their browser. Someone will also be available in the
commons at the times listed below to offer the survey or answer questions. ***They can also
stop by Human Resources to complete a paper copy of the survey.***

Wednesday 04/25/2018 (7:00-8:00 pm)   Tuesday 05/01/2018 (3:30-4:30 pm)
Friday 04/27/2018 (11:30 am-12:30 pm)   Friday 05/04/2018 (6:00-7:00 am)
Monday 04/30/2018 (3:00-4:00 am)   Saturday 05/05/2018 (5:00- 6:00 pm)

It will only take approximately 10 minutes to complete.

To access the survey, click on the link below, or cut and paste the entire URL into your
browser to access the survey:

https://www.surveymonkey.com/r/P8KXT6X

 *Participation is voluntary and their identity will remain anonymous. Individual
responses are confidential.   Answering the survey questions confirms their consent to
participate.*

Once the team member completes the survey, they will be given instructions on how to
submit their name into the drawing for a chance to ***win 1 or 5 comps to use on property***.
Those comps include a chance at $25.00 to spend or pool passes.

If you have questions or difficulties completing the survey, please contact me at 337-395-
7207 or laura.haley@ldlmail.com.

Thank you in advance for your participation,

Laura Haley
HR Talent Business Partner

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