

Organizational Commitment and Turnover Intentions of Marketing Managers

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Abstract

Previous research has increased our understanding of organizational commitment; however, few researchers have analyzed the antecedents and consequences of organizational commitment of marketing managers. A structural equation model explaining the organizational commitment of 336 marketing managers was developed and tested. Higher levels of distributive justice, job satisfaction, promotional opportunity and seniority were significant predictors of organizational commitment. Marketing managers' intention to leave their jobs was highly influenced by their degree of organizational commitment. Kinship responsibility was not a significant predictor in the model.

Introduction

Increasing employees' organizational commitment is important to businesses. By increasing employees' organizational commitment, turnover can be reduced. Turnover adversely affects organizations in several ways. First, businesses have direct costs involved in recruiting and training employees. Turnover also has indirect costs for the organization. Turnover may cause disruption within the company, thereby causing employees' performance to decrease. Turnover also has dysfunctional consequences for an employee such as a loss in benefits, friendships, and perhaps a disruption for the family. The negative effects of turnover make an understanding of its causes important to organizations. Organizations can establish policies and procedures to retain their valued employees if they understand the causes of turnover, one cause being lack of organizational commitment.

Prior research has contributed to our understanding of organizational commitment and turnover; however, there are several reasons for conducting additional research. First, several important variables appear to have been neglected in studies of organizational commitment. For example, few efforts have been made to understand how an employee's family influences organizational commitment. Although an employee may want to work for another employer, the employee may stay in the present job because the new job may involve relocating away from relatives. Second, the relationship between how rewards are distributed and organizational commitment has seldom been studied. Employees'

perceptions of how management is distributing rewards and punishments may be important to maintaining organizational commitment. Third, many studies of organizational commitment and withdrawal behavior have used hospital and military personnel as subjects (e.g., Blegin et al. 1988; Hom and Griffeth 1991; Hom et al. 1984). These studies have made important contributions; however, these results may be sample specific (Cohen 1992; Cotton and Tuttle 1986). In other words, the antecedents and consequences of organizational commitment may be influenced by the employee's occupation (Cohen 1992). Therefore results from past research are not necessarily applicable to marketing managers.

Literature Review

A model of organizational commitment and turnover intentions of marketing managers is presented in Figure 1. Support for linkage in the model is discussed below.

Organizational Commitment

Most researchers view organizational commitment from either a behavioral perspective or an attitudinal perspective. When viewed as an attitude, organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization, which is characterized by belief in and acceptance of organizational goals and values, willingness to exert effort on behalf of the organization,

and a desire to maintain membership in the organization" (Mowday et al. 1979, p. 27).

A second group of researchers views commitment from a behavioral perspective (Becker 1960; Hrebiniak and Alutto 1972; Hunt et al. 1985). The behavioral perspective of commitment developed from the work of Becker (1960) who proposed that workers make choices or "side bets" on whether to remain part of an organization. For example, by choosing to work elsewhere, the worker might forfeit health benefits, seniority rights, and personal relationships within and external to the organization. Commitment is viewed as the willingness to stay working for a company even if an alternative job is available (Hunt et al. 1985).

While this study will analyze organizational commitment from a behavioral perspective, the two perspectives of organizational commitment are similar (Johnston et al. 1990). For example, both perspectives involve adherence to the goals and values of the organization and a willingness to remain part of the organization.

Antecedents of Commitment

Many variables have been proposed as antecedents related to commitment. The specific antecedent variables analyzed in this study were job tenure, job satisfaction, job involvement, promotional opportunities, distributive justice, and kinship responsibilities.

Job Tenure

Organizational commitment will increase as an employee's tenure increases (Mowday et al. 1979; Stevens et al. 1978). For example, in one study years in the organization (tenure) was the best predictor of organizational commitment (Stevens et al. 1978). Although job tenure has often been used in studies of organizational commitment, the relationship between organizational commitment and job tenure has been modest in most studies (DeCotiis and Summers 1987; Mathieu and Zajac 1990). Therefore, job tenure is proposed to have a significant influence on organizational commitment; however the relationship is believed not to be as significant as other linkages in the model.

The relationship between job tenure and turnover also has been analyzed. Sager et al. (1989) cite four studies that have examined the relationship between tenure and intention to leave. The correlations in these four studies ranged from -.12 to -.35. Support appears to exist for hypothesizing that marketing managers with more seniority are less likely to leave than marketing managers with less seniority.

H1a: Marketing managers with more seniority will have higher organizational commitment than

marketing managers with less seniority.

H1b: Marketing managers with more seniority will have a lower intention to leave their jobs than marketing managers with less seniority.

Job Satisfaction

Job satisfaction is an important predictor of organizational commitment. Employees who are satisfied with their jobs have more organizational commitment than do less satisfied employees (e.g., Dubinsky and Skinner 1984; Price and Mueller 1986). The role of job satisfaction to turnover intentions is somewhat unclear. For example, Hom et al. (1992) concluded that job satisfaction was a significant predictor of withdrawal cognitions; however, job satisfaction was much more significantly related to thoughts of quitting than either intentions to search or actually quitting a job. Johnston et al. (1990) have proposed that job satisfaction is an antecedent to organizational commitment and is not directly linked to intention to leave. In this study job satisfaction is hypothesized to have a significant causal link to organizational commitment but is only indirectly related to intention to quit a job (through organizational commitment).

H2: Higher levels of job satisfaction will lead to higher levels of organizational commitment among marketing managers.

Job Involvement

Job involvement is the extent to which employees psychologically identify with their jobs (Lawler and Hall 1970). Research has reported a significant relationship between job satisfaction and job involvement (Brooke et al. 1988). In addition, the research investigating the relationship between job involvement and organizational commitment has reported correlations ranging from .30 to .60 (e.g., Ingram and Lee 1990; Mowday et al. 1979; Price and Mueller 1986). Mathieu and Zajac (1990) reported 20 studies that analyzed the relationship between job involvement and organizational commitment. In their meta-analysis they found that job involvement was significantly correlated with organizational commitment; however, a large percentage of the variance (93%) was unaccounted for among the 20 studies. In addition, job involvement was much more significantly related to attitudinal commitment than calculative (behavioral) commitment.

One of the purposes of this study is test the relationship between job involvement and behavioral commitment. The past research has produced mixed results on the relationship between organizational commitment and job involvement. In this study job involvement is believed to have a significant, but modest relationship to

behavioral commitment.

H3a: Higher levels of job involvement will lead to higher levels of job satisfaction among marketing managers.

H3b: Higher levels of job involvement will lead to higher levels of organizational commitment among marketing managers.

Promotional Opportunities

Employees who work hard and receive positive evaluations expect to be promoted. When promotional opportunities are unavailable, employees will be less satisfied (Nelson et al. 1990) and have less commitment to their employers (Bluedorn 1982; Price and Mueller 1986). The lack of promotional opportunities may not have a significant influence on employee's intention to quit their jobs, however (Bluedorn 1982). For example, a comparable job may not be available. In addition, satisfaction with other facets of the job such as coworkers may influence an employee's desire to quit.

Promotional opportunities are hypothesized to have a significant direct relationship with both job satisfaction and organizational commitment of marketing managers.

H4a: Higher levels of promotional opportunity will lead to higher levels of job satisfaction among marketing managers.

H4b: Higher levels of promotional opportunity will lead to higher levels of organizational commitment among marketing managers.

Distributive Justice

Distributive justice is the degree to which rewards and punishments are related to performance inputs (Price and Mueller 1986, p. 13). The concept of distributive justice is related to Adam's (1963) theory of equity. An employee will judge his outcome level by his perception of what other employees performing the same job should receive (i.e., distributive justice) for their efforts. The employee will be dissatisfied if another employee is perceived as receiving more rewards for his job inputs (e.g., effort and performance) than he is receiving.

The results of previous research support including distributive justice into models measuring employees' job satisfaction and organizational commitment. For example, perceived equity has been found to have a significant influence on job satisfaction (Bluedorn 1982; Moorman 1991) and organizational commitment (Brooke et al. 1988; Darden 1989) thereby indirectly influencing turnover through job satisfaction. Thus it may be concluded for at least selected populations that

employees will become dissatisfied and less committed if they perceive the organization is not dispensing rewards fairly.

H5a: Higher levels of distributive justice will lead to higher levels of job satisfaction among marketing managers.

H5b: Higher levels of distributive justice will lead to higher levels of organizational commitment among marketing managers.

Kinship Responsibility

Kinship responsibility is defined as "the degree of an individual's obligations to relatives in the community in which the individual resides" (Blegin et al. 1988, p. 402). Few researchers have investigated kinship responsibility on job attitudes. One study found, however, that organizational identification was higher for dual wage earning families with children (Gould and Werbel 1983). Blegin et al. (1988) used a sample of both professional (e.g., nurses) and nonprofessional employees (e.g., clerical employees) to test the effect of kinship responsibility on turnover. They found that as kinship responsibility increased, organizational commitment increased and intention to leave decreased. On the basis of the results of the Blegin et al. study higher levels of kinship responsibility are proposed to lead to higher levels of organizational commitment and lower levels of intention to leave for marketing managers.

H6a: Higher levels of kinship responsibility will lead to higher levels of organizational commitment among marketing managers.

H6b: Higher levels of kinship responsibility will lead to lower levels of intention to leave among marketing managers.

Outcomes of Organizational Commitment

Researchers have conceptualized that low levels of organizational commitment will lead to outcomes such as willingness to search for another job, intention to leave, and turnover. Research results have shown that organizational commitment is negatively related to intention to quit (e. g., Bluedorn 1982; DeCotiis and Summers 1987; Hom et al. 1979; Ingram and Lee 1990; Sager 1990). The following hypothesis will be tested:

H7: Higher levels of organizational commitment will lead to lower levels of intention to leave among marketing managers.

Methodology

Sample

Questionnaires were mailed to a sample of 1,350 marketing managers in the United States. The names of the respondents were obtained from Dunhill Mailing Lists, Inc., a company specializing in direct mailing lists. Responses were received from 336 or 24.9 percent of the sample. The demographics of the sample were as follows: the mean age was 38.4 years; females comprised 52.2 percent of the sample; 75.6 percent of the respondents had between 1 and 10 years of tenure with their present employer; 83.5 percent of the respondents reported that their level of responsibility was either middle or upper management; and 84 percent of the respondents had earned a college degree. The respondents held a variety of jobs such as project director, director of marketing, director of client services, marketing communications coordinator, and director of sales and marketing.

Measures

The scales used to measure organizational commitment, job satisfaction, job involvement, promotional opportunity, distributive justice, and intention to leave were measured with seven point Likert scales ranging from strongly disagree (1) to strongly agree (7). Job satisfaction was measured using a 6-item scale developed by Price and Mueller (1986) to assess employees' global satisfaction with their jobs.

Organizational commitment was measured using a slightly modified 5-item scale developed by Hunt et al. (1985). Two changes were made in the scale. First, the statement, "I would be willing to change jobs if the new job offered a 25% pay increase," was changed to read "I would be willing to change jobs if the new job offered a 20% pay increase." Second, a fifth statement regarding organizational commitment was added, "I would be willing to change jobs if the new job offered more promotional opportunities."

Intention to quit was measured using a 4-item scale. Respondents were asked to rate the likelihood of leaving their jobs both in the coming six and twelve months. They were then asked to rate the likelihood of searching for another job within these two time periods.

Promotional Opportunity was measured using a modified 6-item scale developed by Price and Mueller (1986). Two questions were added to the Price and Mueller scale: "There are insufficient opportunities for advancement in this organization," and "I have been overlooked for promotion."

Lawler and Hall's (1970) widely used 4-item scale was

used to measure job involvement. Distributive justice was measured using a 5-item scale developed by Price and Mueller (1986).

Kinship responsibility was measured using a slightly modified scale developed by Blegin et al. (1988). The scale was operationalized by summing three variables: marital status, the number of children, and the number of the respondent's or his/her spouse's relatives living within 50 miles. Marital status was coded 1, if married at present, and 0, otherwise; number of children = 2, if more than one child, 1, if one child, and 0, if no children; relatives in the community = 2, if two or more relatives are living in the area, 1, if one relative is living in the area, and 0 if no relatives are living in the area. The scale utilized in this study differed slightly from the one used by Blegin et al. (1988). In the Blegin study separate questions were used to measure the respondent's and the spouse's relatives living in the area. We combined the questions to form a single measure.

Assessment of Reliability and Validity

Discriminant validity was tested two ways. First, a confirmatory factor analysis was performed on each variable with the exception of kinship responsibility and tenure. A 6-factor model was compared with a single factor model. A significant difference in the chi-square values and goodness of fit values between the two models would indicate discriminant validity among the variables. Following the method used by Brooke et al. (1988), two indicators of each variable were formed based on factor analysis results. For example, the six items comprising the promotional opportunity scale were combined to form two scales with three items. Items with the highest and lowest factor loadings were combined first, the next two variables were then combined, and so forth. This procedure was continued until all variables were assigned to one of the two factors. The confirmatory factor analysis indicated discriminant validity. The six factor model was significantly better ($\chi^2 = 59.95$, $p = .017$, AGFI = .944) than the one factor model ($\chi^2 = 1137.01$, $p = .001$, AGFI = .503).

Discriminant validity also was tested by examining the difference in chi - square values between each of the exogenous variables for a model where the correlation parameter was fixed and a model where the variables were freely estimated (Anderson and Gerbing 1988). A highly significant difference in chi-square was found between each of the constrained and unconstrained paths. The smallest difference in χ^2 was between promotional opportunity and distributive justice. The χ^2 for the constrained model was 72.99 versus 7.37 for the unconstrained model. The modification index was 41.7 for promotional opportunity, which also provided strong evidence of discriminant validity.

Results

Summary statistics and reliability estimates appear in Table 1 (see appendix). The internal consistency of the scales ranged from .78 to .9 indicating that the scales have a high degree of reliability.

supported: job involvement was not a significant predictor of organizational commitment; job tenure was not significantly related to intention to leave; and kinship responsibility was not significantly related to any of the criterion variables.

Job Satisfaction	1.00							
Organizational Commitment	.47	1.00						
Intention to Leave	-.40	-.67	1.00					
Promotional Opportunity	.22	.25	-.22	1.00				
Distributive Justice	.54	.45	.18	.19	1.00			
Job Involvement	.39	.17	-.21	.18	.10	1.00		
Tenure	.05	.26	-.23	-.13	.06	.03	1.00	
Kinship Responsibility	-.01	.13	-.10	.05	.10	-.20	.22	1.00
Mean	5.51	4.05	3.52	4.05	5.02	3.70	1.96	2.42
Std. Deviation	1.09	1.45	1.97	1.22	1.13	1.36	1.20	1.41
Alpha	.86	.88	.94	.90	.90	.78		

Structural Models

The data were analyzed using LISREL VII with single indicators. Since the measures were not perfectly reliable, a method was needed to account for measurement error. Following the procedure used by Williams and Hazer (1986) Farkas and Tetrick (1989), and Netemeyer et al. (1992), the path linking the construct to the latent variable was fixed to the square root of the construct's coefficient alpha reliability. The measurement error was fixed to the value of 1 minus the alpha coefficient (the values are in Figure 1).

Four statistics were used to test the overall fit of the model: the chi-square statistic, both the goodness-of-fit (GFI) and the adjusted goodness-of-fit (AGFI) indices recommended by Joreskog and Sorbom (1989), and the Bentler and Bonett (1980) normed fit index (NFI). A good model fit is indicated when the chi-square statistic is insignificant. The value of the GFI, AGFI, and NFI indexes range from 0 to 1. Scores above .90 indicate a good model fit.

The results of the LISREL analyses are in Table 2. For the hypothesized model, the GFI was .995 and the AGFI was .967, while the χ^2 was 7.37 (6 df, $p = .292$). The Bentler and Bonett's normed fit index also indicated a very good model fit (.980).

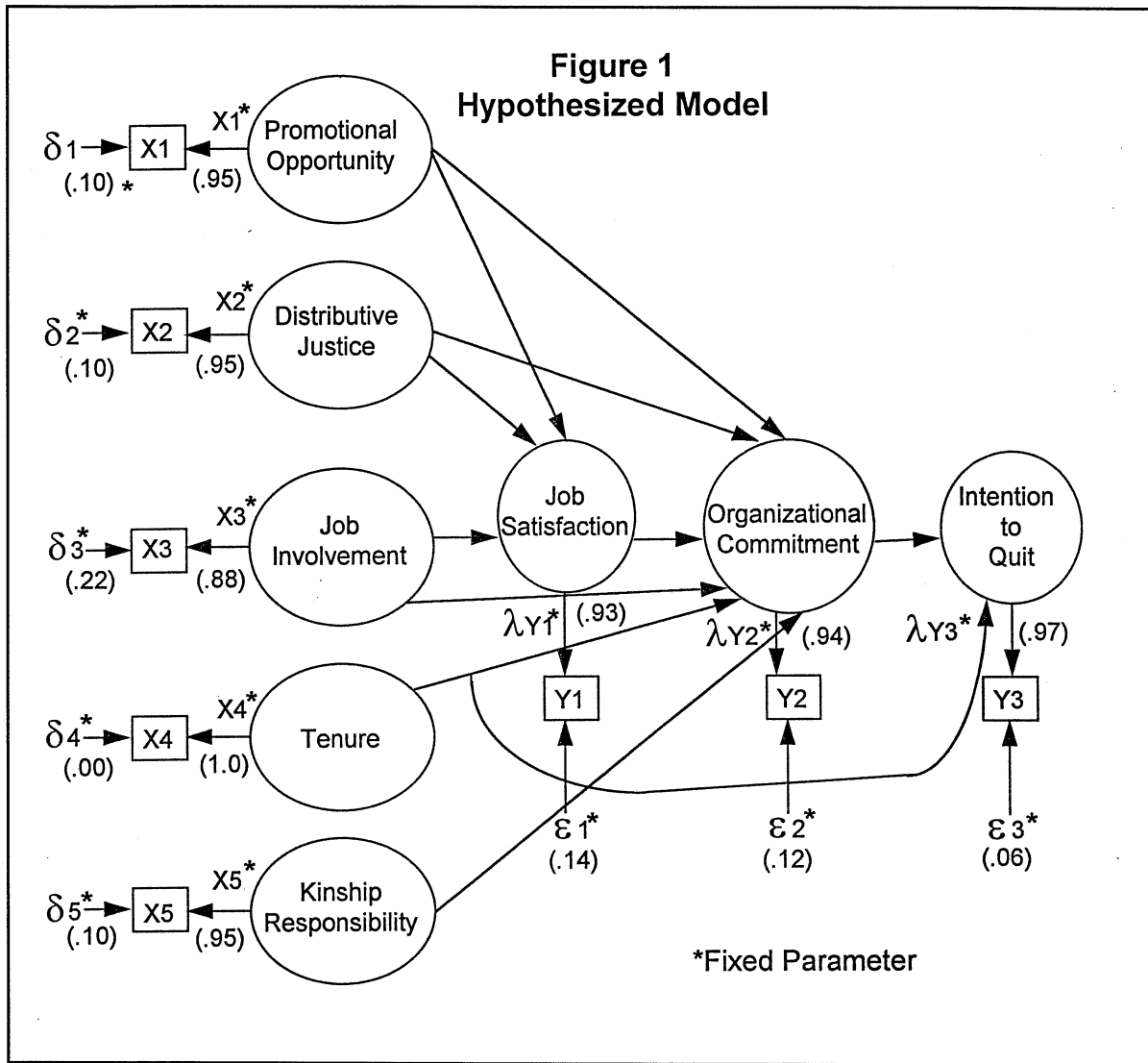
The various statistical indices indicated support for the hypothesized model. Hypotheses H1a, H2, H3a, H4b, H5a, H5b, and H7 were supported. Several hypothesized relationships, however, were not significant. The following hypothesized relationships were not

supported: job involvement was not a significant predictor of organizational commitment; job tenure was not significantly related to intention to leave; and kinship responsibility was not significantly related to any of the criterion variables.

Conclusion

Several conclusions can be drawn from the results of this study. The first implication of this study is that the results of past research are not necessarily applicable to marketing managers. For example, kinship responsibility was not a significant predictor of either organizational commitment or intention to leave in this study while the variable was important in explaining organizational commitment and intention to leave in a study of hospital nurses (Blegin et al. 1988).

Another implication is that companies need to establish realistic job expectations. Managers should discuss both positive and negative aspects about the job.



For example, if promotional opportunities are limited, then job applicants should be made aware of this

not available. As the results indicated increased promotional opportunities led to higher organizational commitment. Many marketing managers desire a promotion; however, few promotional opportunities may be available. These employees may remain committed to the organization if they are given realistic job expectations. In addition, if promotional opportunities are limited, management needs to find other ways to satisfy the employee. For example, marketing managers may be given more decision making authority.

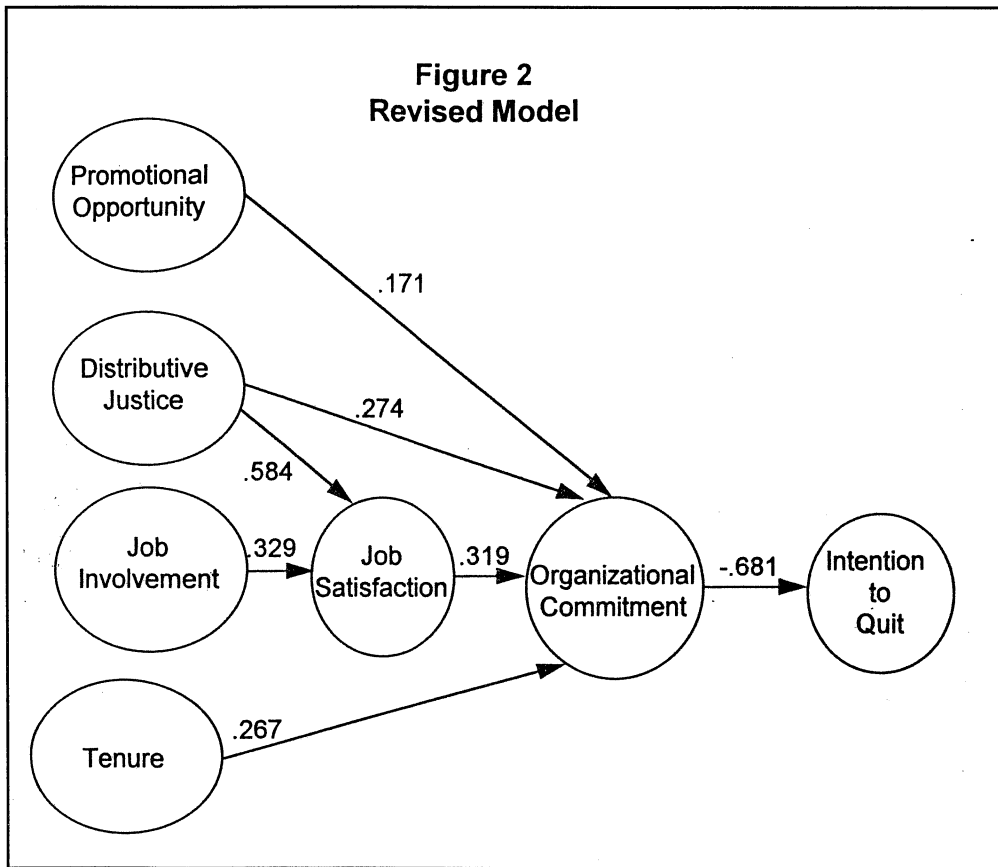
**Table 2
RESULTS OF LISREL ANALYSIS**

Model	df	χ^2	RMSR	GFI	AGFI	NFI
Hypothesized	6	7.37	.017	.995	.967	.980
Revised	8	8.70	.019	.992	.973	.985
Null	18	521.82	.237	.690	.392	----

Note: RMSR = root mean square residual; GFI = goodness of fit; AGF = adjusted goodness fit; NFI = normed fit index

situation. A company should not hire marketing managers who want to be promoted rapidly if promotions are

Distributive justice was a significant predictor of both job satisfaction and organizational commitment which



management is those perceived inequities, regardless of their validity, will cause marketing managers to be less committed. Management needs to take steps to understand how distributive justice impacts commitment to the organization.

Companies also need to monitor marketing managers' attitudes concerning dissatisfaction with their jobs, distribution of rewards, etc. Find out why marketing managers possess certain job attitudes. For example, if employees are unsatisfied with their jobs, management needs to ascertain the reasons for the dissatisfaction. The cause of the dissatisfaction may be lack of promotional opportunities, the immediate superior, or the pay structure.

indirectly influenced turnover intentions. Therefore rewards should be related to performance. During the performance appraisal, managers should be specific about how the appraisal was derived and determine why some marketing managers perceive they are not being treated fairly in the distribution of rewards. Perhaps a marketing manager's immediate superior has not explained adequately why a promotion or salary increase was not granted. Members of management need to explain to a marketing manager why the employee did not fully deserve the pay raise and what can be done to correct undesired behavior. Also, management needs to ascertain marketing managers' attitudes regarding the distribution of rewards. The important implication to

A plan of action should not be implemented before the reasons of the dissatisfaction are discovered and understood.

**Table 3
LISREL ESTIMATES OF HYPOTHESIZED RELATIONSHIPS**

Hypotheses	Direction	Coefficient	T-Value
H1a Tenure -> Organizational Commitment	+	.2595	0.277
H1b Tenure -> Intention to leave	-	-.034	- 0.772
H2 Job Satisfaction -> Organizational Commitment	+	.375	4.761
H3a Job Involvement -> Job Satisfaction	+	.352	6.316
H3b Job Involvement -> Organizational Commitment	+	.043	0.652
H4a Promotional Opportunity -> Job Satisfaction	+	.015	0.292
H4b Promotional Opportunity -> Organizational Commitment	+	.169	3.144
H5a Distributive Justice -> Job Satisfaction	+	.530	9.940
H5b Distributive Justice -> Organizational Commitment	+	.228	3.291
H6a Kinship Responsibility -> Organizational Commitment	+	.044	0.870
H6b Kinship Responsibility -> Intention to Leave	-	.007	0.154
H7 Organizational Commitment -> Intention to Leave	-	.736	-15.751

Suggestions For Future Research

This study has some limitations that can be addressed in future research. First, this study used a structural

equation model with single indicators. Future studies should test the model using LISREL with multiple indicators. For example, a researcher could use facets of job satisfaction instead of a global measure as used here. Also, future research should employ multiple measures of organizational commitment. Both attitudinal (e.g., Porter's measure of commitment 1974) and a behavioral measure of organizational commitment could be used. Future research also could contrast the Hunt et al. (1985) organizational commitment scale with another measure of behavioral commitment (e.g. Hrebiniak and Alutto (1972). Last, this study used only one group of employees as a sampling frame. This model should be tested with a cross-sectional sample of employees. ❁

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