



VICTORIA UNIVERSITY
MELBOURNE AUSTRALIA

Perceived Organizational Support, Alternative Job Opportunity, Organizational Commitment, Job Satisfaction and Turnover Intention: A Moderated-mediated Model

This is the Published version of the following publication

Albalawi, Abdulmajeed Saad, Naughton, Shahnaz, Elayan, Malek Bakheet and Sleimi, Mohammad Tahseen (2019) Perceived Organizational Support, Alternative Job Opportunity, Organizational Commitment, Job Satisfaction and Turnover Intention: A Moderated-mediated Model. *Organizacija*, 52 (4). pp. 310-324. ISSN 1581-1832

The publisher's official version can be found at
<https://www.sciendo.com/article/10.2478/orga-2019-0019>
Note that access to this version may require subscription.

Downloaded from VU Research Repository <https://vuir.vu.edu.au/42656/>

Perceived Organizational Support, Alternative Job Opportunity, Organizational Commitment, Job Satisfaction and Turnover Intention: A Moderated-mediated Model

Abdulmajeed Saad ALBALAWI¹, Shahnaz NAUGTON¹, Malek Bakheet ELAYAN² and Mohammad Tahseen SLEIMI³

¹Victoria University, Melbourne, Australia, abdulmajeed.albalawi@live.vu.edu.au, Shahnaz.Naughton@vu.edu.au

²Institute of Public Administration, Riyadh, The Kingdom of Saudi Arabia, Elayanm@ipa.edu.sa

³Palestine Technical University - Kadoorie, Tulkarm, Palestine, Moh.sleimi@gmail.com

Background and Purpose: This article tested a structural model that examines the mediating role of organizational commitment on the link between perceived organizational support, perceived alternative job opportunities, and turnover intention, and the moderating role of job satisfaction on the proposed relationships.

Methodology: Using convenience sampling technique, a self-administered survey was conducted on a pool of Jordanian small and medium sized enterprises (SMEs). The obtained data (n=270) were analyzed with contemporary variance-based structural equation modelling (PLS-SEM) software SmartPLS v3.

Results: Findings revealed that organizational commitment mediates the association between perceived organizational support and turnover intention, perceived alternative job opportunities and turnover intention. In addition, job satisfaction did not moderate the associations between organizational support, perceived alternative job opportunity and organizational commitment.

Conclusion: The present study is among the first to show the mediating mechanism of organizational commitment on the link between perceived organizational support, perceived alternative job opportunity and turnover intention. Theoretical and practical implications are drawn, before pointing to potential future research directions that build on the evidence-based positions argued for in this study.

Keywords: *Organizational Commitment, Employees, Turnover Intention*

1 Introduction

Previous work has shown that efficiency and performance of SME's are contingent upon HRM's nurturing support and contribution (Samad, 2006). The financial meltdown adversely affected the world job markets. For instance, employment patterns and turnover have been negatively af-

ected in many organizations (Ardic, Mylenko, & Saltane, 2011). A major managerial headache is are my employees willing to leave when s/he finds a better alternative? Perceived alternative job opportunity entails the belief of availability of alternate job opportunity or the propensity to find a better job elsewhere (Mobley, 1977; Price & Mueller, 1986). SMEs are faced with high turnover and reten-

tion challenges, that comes with enormous financial and non-financial costs (Bhatnagar, 2014); accrued through added costs of employing new employees, training, developing, mentoring etc. Several antecedents of turnover intention have been examined and investigated by prior studies. For example, perceived organizational support (POS) and supervisor support (Eisenberger et al., 2002; Madden, Mathias, & Madden, 2015); management and leadership (Abubakar et al., 2018b; Elçi et al., 2012) and organizational justice (Kim et al., 2017). Other research stream has linked variables such as job satisfaction and organizational commitment to greater levels of employee retention and lower levels of turnover (Mosadeghrad, Ferlie, & Rosenberg, 2011).

Despite the number of studies highlighting the importance of retaining employee, the level of employee turnover is still high (Abubakar et al., 2018b; Islam, Ali & Ahmed, 2018). The literature review showed a scarcity of empirical studies addressing high turnover in Arabian SMEs. Past research investigated few antecedents of turnover intention with divergent variables, inconsistent and inconclusive results. For instance, Jang and Kandampully (2018) found that commitment fully mediate the link between servant leadership and turnover intention among restaurants employees. Other scholars who found organizational commitment to function as a mediator recommend further inquiries in other contexts as well as consideration of job satisfaction (Terason, 2018; Yousaf, Sanders & Yustantio, 2018). Subsequently, Berberoglu (2018) revealed that organizational climate is antecedent for commitment. Building on this line of reasoning, we scrutinize how POS and perceived alternative job opportunities create a climate for enhanced or lower organizational commitments. Jehanzeb and Mohanty (2018) showed that job satisfaction is strongly associated with commitment, they urged future scholars to examine how support may shape this association. In response to this research call, this article developed an integrative model that considers several factors and mechanisms associated with turnover.

The contribution of this paper is fivefold: One, this paper expounds the steps in which POS manifests organizational commitment which later hinders or lowers turnover intention. Two, this paper further expounds the steps in which perceived alternative job opportunity manifests low organizational commitment which later fosters turnover intention. Three, apart from the mediating role of organizational commitment noted above. The present inquiry examines the moderating role of job satisfaction on the link between POS and organizational commitment to understand how turnover intention varnishes. Four, the present inquiry also examines the moderating role of job satisfaction on the link between perceived alternative job opportunity and organizational commitment to explain how turnover intention emerge. Five, this work interrogates findings from the Western context by providing fresh insights from the Arabian context.

2 Literature Review

Perceived organizational support (POS) - "is the degree to which an employee perceives his/her employer to be concerned with his/her well-being and to value his/her contributions to the organization" (Eisenberger et al., 1990, 1997). Rhoades and Eisenberger's (2002) systematic literature review revealed that POS is associated with supervisor support, fair job and organizational procedures, which in turn lead to positive outcomes for both the individual and the organization e.g., increased commitment, performance, and reduced withdrawal behaviors. In this view, POS can boost organizational commitment and subsequently diminish turnover intention.

Perceived alternative job opportunities - "denotes the perception of the availability of alternative jobs in the organization's environment" (Price & Mueller, 1986). The conceptual and operational definitions of perceived alternative job opportunities are ambiguous. The quality of alternatives to present job (Farrell & Rusbult, 1981); the propensity of locating acceptable job alternatives (Mobley, 1977) and/or availability of alternative job opportunities (Steers & Mowday, 1981). Nonetheless perceived alternative job opportunities precede an actual search for and evaluation of specific alternatives. In this sense, personal employee attribute e.g., education, skills, hope, resilience, engagement and satisfaction with job play a vital role in shaping these perceptions.

Job satisfaction is the pleasant emotional state resulting from an individual's appreciation of their own job experience (Locke, 1976). It can also be viewed as the attitude of employees toward their jobs, organizational, social and physical work atmosphere and the earned rewards (Yousef, 2017). Job satisfaction has several outcomes ranging from organizational health identification, societal well-being, and functions as an indicator of organizational behavior. Tandung et al. (2016) reported that job satisfaction plays a critical role in the attracting and retaining of employees within an organization. Mathieu et al. (2016) and Yousef (2017) nominated satisfaction as a key determinant for organizational commitment among incumbent employees.

Organizational commitment is a psychological state that "(a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue membership in the organization" (Meyer & Allen, 1991, p.67). It denotes the strength of employee's identification with and involvement with the hiring organization. Organizational commitment is conceptualized as a tripartite construct namely: (1) affective commitment - participation in, identification with and emotional attachment to the hiring organization; (2) continuance commitment - where employees strategically calculate the economic worth of staying in the company (i.e., cost of leaving versus cost of staying) and will choose to stay if it was financially more rewarding and (3) normative com-

mitment - that is perceived as an obligation by the employee to stay (Meyer & Allen, 1991). Jang and Kandampully (2018) highlighted that commitment is a key determinant for intention to stay or intention to quit among incumbent employees.

Turnover intention is the probability that incumbent worker(s) will eventually leave their job within a certain period. Tett and Meyer (1993) added that it is the employees' voluntary retraction from the organization and profession. Turnover intention has been widely investigated and has emerged as an important and viable predictor of actual turnover (Li et al., 2019; Mobley, 1977). There are varieties of predictors of turnover intention spanning from individual, team and organizational factors (Van der Heijden et al., 2018). In this vein, the present study will examine the nexus the following variables: POS, perceived alternative job opportunities, job satisfaction, organizational commitment and turnover intention.

2.1 Perceived Organizational Support, Organizational Commitment and Turnover Intention

POS denotes workers evaluation of self-value by the hiring organization. The concept stresses employees perception by describing their beliefs and values, worthiness of their organizational contributions and overall well-being (Eisenberger et al., 2002). For example, fair distribution of incentives to high-performers has been shown to influence POS (Pohler & Schmidt, 2016). In addition, these incentives increase the level of POS if they are regulated by internal processes of the hiring organization as oppose to those enforced by external bodies such as unions or government regulators (Dawley et al., 2008). Several empirical evidences have linked POS to greater level of well-being, increased commitment, positivity, work engagement (Chiang, Han, & Chuang, 2011; Tang et al., 2017) and lower turnover intention (Chaudhary et al., 2015). POS has the tendency to invoke a desire for reciprocity from employees towards their hiring organization. Building on these, the present study theorize that POS can be associated with higher levels of organizational commitment which in turn results in lower turnover intentions. Based on the extant discussions, theoretical and empirical evidences, the following hypothesis is proposed:

H1: Organizational commitment will mediate the relationship between perceived organizational support and turnover intention

2.2 Perceived Alternative Job Opportunities, Organizational Commitment and Turnover Intention

According to March and Simon (1958), under all conditions, "the viable and most accurate predictor of turnover is the state of the economy when jobs are plentiful, voluntary movement is high; when jobs are scarce, voluntary turnover is small". Turnover and alternative job opportunities represent recurrent themes in the literature. A vast number of empirical evidences show that availability of alternative jobs influences turnover intention (Nawaz & Pangil, 2016). This association can either be direct (Anuradha et al., 2017) or indirect (Huang & Su, 2016). Some scholars (i.e., Dardar et al., 2012; Ing-San & Jyh-Huei 2006; Rahman et al., 2008) contend that positive correlativity exist; while others (i.e., Khatri et al., 2001) contend that a negative correlativity exist. A different stream of research shows a link between perceived alternative opportunities and organizational commitment (Feather & Rauter, 2004). Building on these, the present study theorize that perceived alternative job opportunities can be associated with lower levels of organizational commitment which in turn results in higher turnover intentions. Based on the extant discussions, theoretical and empirical evidences, the following hypothesis is proposed:

H2: Organizational commitment will mediate the relationship between Perceived alternative job opportunities and turnover intention

2.3 Moderating role of job satisfaction

Employees seek employment and enter organizations with specific hopes and needs (i.e., money, comfort, personal growth, learning etc.). When reality matches expectation employees tend to be satisfied with his/her job. Thus, satisfaction embodies work-related attitudes of employees (Chaudhary, Bidlan, & Darolia, 2015). Further, the degree of job satisfaction is a commonly theorized predictor of employee turnover (Luz et al., 2018; Nawaz & Pangil, 2016). POS was linked with high organizational commitment (Eisenberger, Fasolo & Davis-LaMastro, 1990) and job satisfaction (Eisenberger et al., 1997). Organizational commitment exerted a significant effect on turnover intention (Jehanzeb et al., 2013; Joo, 2010; Mathieu et al., 2016). Pohler and Schmidt (2016) also linked commitment and satisfaction. The link between organizational commitment and job satisfaction has been widely acknowledged (Gebremichael & Rao, 2013; Kirk-Brown & Van Dijk, 2016; Top & Gider, 2013). What is missing is the interactive association between the two variables. An attempt by Lartey et al. (2019) found that POS moderated the relationship between deep acting and organizational commitment

but not between deep acting and job satisfaction; they attributed this inconsistency with their study approach and positioning of variables. In this view, it will be interesting to observe the interaction between POS and job satisfaction. Building on hypothesis 1, predicting that high POS can result in higher levels of organizational commitments which reduces turnover intention. We further contend that job satisfaction can strengthen these association, such that higher levels of job satisfaction would strengthen the effect of POS on organizational commitments, thus reduces turnover intention. Based on the extant discussions, theoretical and empirical evidences, the following hypothesis is proposed:

H3: Organizational commitment will mediate the relationship between perceived organizational support and turnover intention, and the association will be stronger when job satisfaction is high.

Perceptions and expectations of alternative job opportunities are influenced by the labor market. Griffeth and Hom (1988) argued that perceived alternative job opportunities cannot explain turnover intention independently, highlighting that other mechanisms are involve. Mushtaq, Amjad and Saeed (2014) claimed that low perceived alternative job opportunities can result in higher level of job satisfaction and vice versa. Employees often compare the costs and benefits between current and alternative jobs

(Mobley, 1977; Price, 2001). Research findings show that employee intention to stay is associated with perceived alternative job opportunities and job satisfaction (Mushtaq et al., 2014). According to Philippaers, De Cuyper and Forrier (2019), “employees who feel they can readily obtain a better job may also feel that they cannot obtain those better outcomes in their current job and organization, and/or that their personal needs are not met” (p.1311). In similar fashion, Acikgoz, Sumer and Sumer (2016) noted that employable workers with low affective commitment are more likely to have turnover intentions. Others argued that perceived alternatives job opportunities are not associated with favorable organizational outcomes such as commitment (Feng & Angeline, 2010). Empirical evidence illustrating the association between perceived alternative job opportunities and commitment is lacking and the interactive nature of job satisfaction can provide further insights. The present study contends that employees’ attitude towards their job (i.e., job satisfaction) may diminish the effect of perceived alternative job opportunities on organizational commitments, which may subsequently reduce the level of turnover intention. Based on the extant discussions, theoretical and empirical evidences, the following hypothesis is proposed:

H4: Organizational commitment will mediate the relationship between Perceived alternative job opportunities and turnover intention, and the association will be weaker when job satisfaction is high.

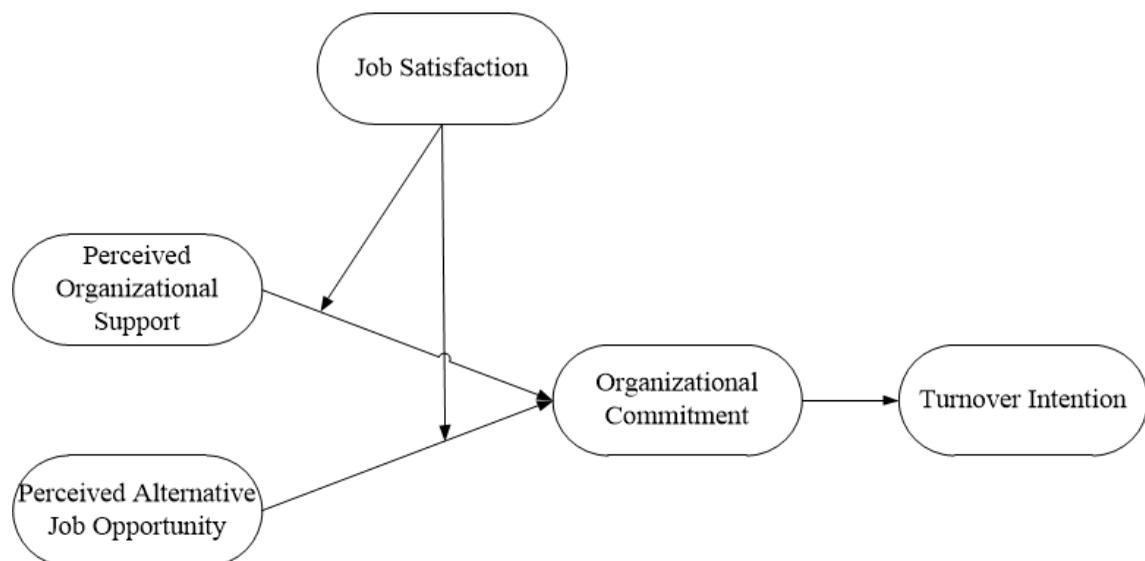


Figure 1: Study Model

3 Materials and methods

3.1 Research context

According to the Jordanian Ministry of Industry and Trade (2010), SMEs constitutes about 98.7% of the total industrial establishments and employs 2/3 of the country labor force. SMEs are viewed as the engine driving Jordanian industrial innovation, technological progress and economic

growth because they account for more than 1/3 of the total GDP. Accordingly, the ministry classifies SMEs based on the table below. This classification depends on the number of workers and capital investment as shown in Table 1.

This article focuses on Jordanian SMEs working in the Qualifying Industrial Zone (QIZs). Table 2 presents the number of companies, investment and their respective number of employees.

Table 1: Jordanian SMEs Classification

Type of Enterprises	No. of employees	Investment Capital
Micro-enterprises	1-9	Less than 30000JD
Small-enterprises	10-49	≤30000JD
Medium-enterprise	50-249	≤30000JD

Source: Ministry of Industrial & Trade (2010)

Table 2: The Study Population- QIZ

QIZ	Date of Estab.	No. of Companies	No. of Employees	Total Investment Capital Volume (Million JD)
“Abdullah II Ibn Al-Hussein Industrial Estate-Amman”	1984	467	15,675	1395
“Al-Hassan Industrial Estate- QIZ- Irbid”	1991	154	13,478	185,93
“Aqaba International Industrial Estate (AIIE)”	2004	121	9,712	426
“Al Muwaqar Industrial Estate (MIE)”	2014	90	3,200	470
“Al-Hussein Bin Abdullah II Industrial Estate - QIZ - Al-Karak”	2000	15	4,580	47
Total	-	572	23,190	1,912

Source: Jordan Industrial Estates Company (JIEC) - (2019)- <https://www.jiec.com/en/who-are-we/>

3.2 Sampling and data collection

A total of 400 survey packets were distributed using convenience sampling technique to Jordanian SMEs workers in QIZ three main regions of Amman, Irbid, and Al-Karak. The participants were employees, and those in managerial positions were not included. The survey items were in English and back-translated to Arabic by translators. Then permission was taken from the top management. The cover page of the survey assured the respondents of their confidentiality and anonymity to reduce the threat of social desirability bias, the participants were told that there are no right or wrong answers, and that they should answer as honest as possible, and that participation is completely voluntary, which means they can discontinue at any time. At the end 270 valid survey packets were obtained and used for analyses.

3.3 Instruments

Perceived organizations support (POS) was operationalized with a 6-items scale adapted from (Eisenberger et al., 1990, 1997) work. *Perceived alternatives opportunity* was operationalized with a 3-items scale adapted from (Price & Mueller, 1986) work. *Organizational commitment* was operationalized with a 13-items scale adapted from (Ziauddin et al., 2010) work. *Job satisfaction* was operationalized with a 5-items scale adapted from (Odon et al., 1990) work. *Turnover intention* was operationalized with a 3-items scale adapted from (Mobley, 1977) work. The measurement scale was anchored on a 5-point Likert scale spanning from 1-strongly disagree to 5-strongly agree. The extraneous variables obtained include gender, age, education, income and organizational tenure. Sample of scale items are presented in the Appendix section.

4 Data analysis and results

4.1 Demographic data

The obtained data comprise of 64.8% female and 35.2% male participants. About 58.1% of participants are between 18 and 30 years old; 31.9% are between 31 and 40 years old and the rest are above 40 years. An overwhelming number of the participants 84.8% have bachelor's degree; 8.5% have postgraduate degrees and the rest are either high school certificate or diploma holders. In terms of monthly income, 39.3% are earning between 601 and 800 Jordanian Dinar; 37.8% between 401 and 600 Jordanian Dinar; 12,2% between 200 and 400 Jordanian Dinar, and the rest are earning more than 800 Jordanian Dinar monthly. About 42.2% of the participants have organizational tenure between 4 and 7 years; 29.3% have organizational tenure between 1 and 3 years and the rest have organizational tenure above 7 years.

4.2 Hypothesized model

The present study deploys a variance-based structural equation modeling (PLS-SEM). Smart PLS version 3 was utilized to test the hypothesized model. The measurement model was evaluated and tested for construct reliability and convergent validity. Indicators such as standardized factor loadings and t-values, Cronbach alpha (α), composite reliability (CR), and average variance extracted (AVE) were assessed. Alpha and CR value exceeded the threshold value of 0.7; most of the factor loadings were statistically significant and exceeded the threshold of 0.7 (Jahmani et al., 2018). The average variance extracted (AVE) exceeded the threshold value of 0.5 (Hair et al., 2010). Thus, we concluded that scale reliability and construct convergent validity have been established. Heterotrait-monotrait (HTMT) ratio and The Fornell-Larcker criterion were assessed to establish divergent validity of the constructs under investigation. HTMT-ratios of the correlation were below threshold of .90 (Henseler et al., 2015). The square roots of the AVE scores are higher than the correlations coefficients between the constructs (Fornell & Larcker, 1981). Thus, we concluded that construct divergent validity has been established. See Table 3.

Table 3: Reliability, convergent and divergent validity

Instruments	1	2	3	4	5	α	CR	AVE	R ²
1. Perceived organizational support	.80	-.33	.11	.79	-.45	.89	.92	.64	
2. Perceived alternatives job opportunities	.41	.80	.01	-.45	.42	.72	.84	.64	
3. Job Satisfaction	.12	.06	.75	.13	.08	.76	.84	.56	
4. Organizational commitment	.88	.56	.13	.74	-.38	.91	.93	.54	.69
5. Turnover Intention	.55	.58	.10	.46	.81	.73	.85	.65	.15

Note: * deleted items; CR, composite reliability ; AVE, average variance extracted ; α , Cronbach's alpha ; Heterotrait-monotrait (HTMT) ratios are below the diagonal; Values above the diagonal in bold are squared inter-construct correlations for Fornell–Larcker criterion

Table 4: Indirect and interaction effects

	β	t	ρ
Direct effects			
Perceived organizational support -> Organizational commitment	.71	14.94	.000
Perceived alternatives job opportunities -> Organizational commitment	-.23	4.51	.000
Job satisfaction -> Organizational commitment	.04	1.07	.284
Organizational commitment -> Turnover intention	-.38	6.64	.000
Indirect effects			
Perceived organizational support -> Organizational commitment -> Turnover intention	-.27	6.71	.000
Perceived alternatives job opportunities -> Organizational commitment -> Turnover intention	.09	3.28	.001
Interaction effects			
Perceived organizational support * Job satisfaction -> Organizational commitment -> Turnover intention	.02	0.32	.747
perceived alternatives job opportunities * Job satisfaction -> Organizational commitment -> Turnover intention	.01	1.17	.242

Note: β , beta value; ρ , p-value; t, t-value

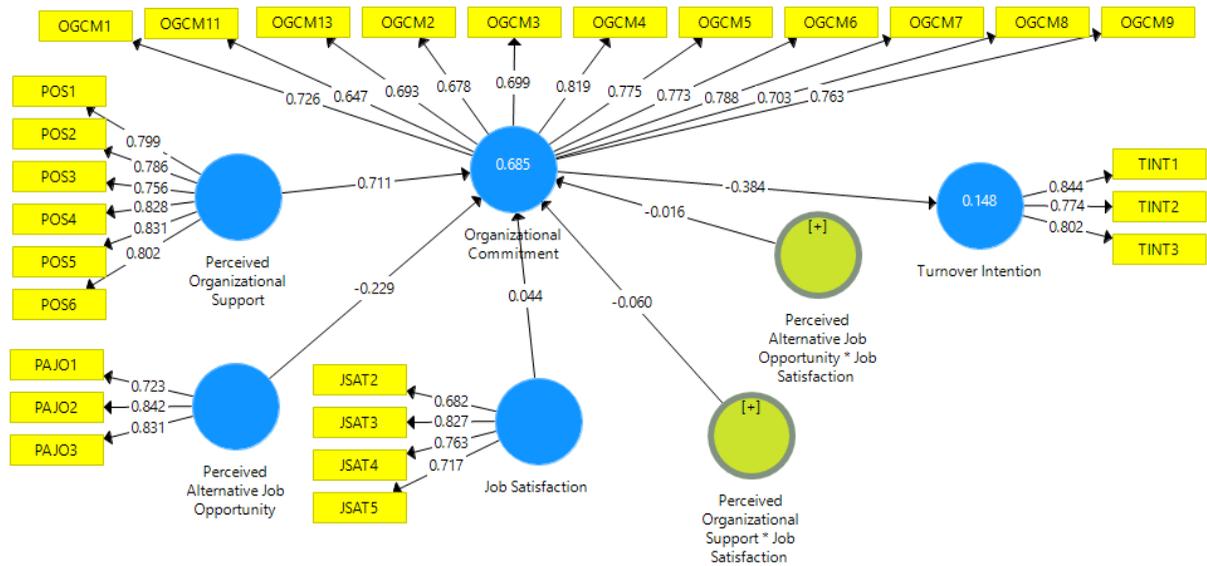


Figure 2: Factor loadings, beta coefficients and r-square values. See Appendix for explanation of measurement items.

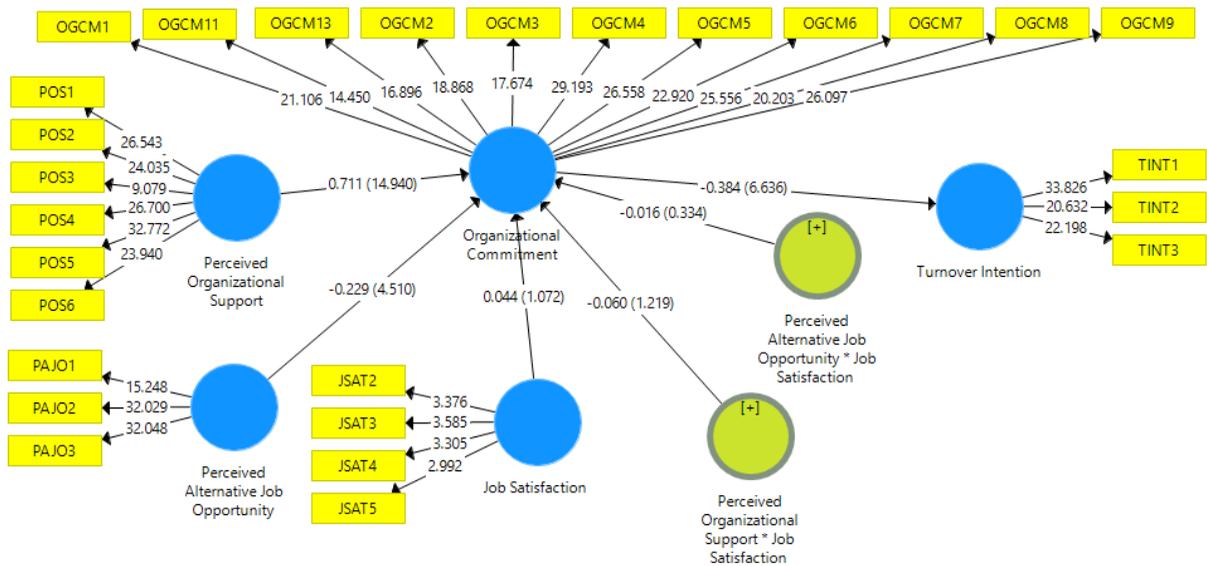


Figure 3: Beta coefficients and t-values. See Appendix for explanation of measurement items.

4.3 Hypotheses testing

We test for the presence of multi-collinearity, the outer model (each scale item) and inner model (research variables) exhibited accepted Variance Inflation Factor (VIF) values less than 5 (Hair et al., 2010). Thus, confirming the absence of multi-collinearity. Henceforth, we examine the structural model using variance-based structural equation modeling (PLS-SEM). Our analysis with PLS-SEM generated interesting results, where POS has a significant and positive direct effect on organizational commitment ($\beta = .71, \rho < .000$). Perceived alternatives job opportunities have a significant and negative direct effect on organizational commitment ($\beta = -.23, \rho < .000$). Job satisfaction has a nonsignificant effect on organizational commitment ($\beta = .04, \rho = .284$). POS and perceived alternatives job opportunities collectively explains 69% of the variance in organizational commitment (based on R2). Organizational commitment has a significant and negative direct effect on turnover intention ($\beta = -.38, \rho < .000$) and explains 15% of the variance in turnover intention (based on R2).

The indirect effect predicted in H1 was significant ($\beta = -.27, \rho < .000$), and a bias corrected confidence interval with a resample of $n=5,000$ produced the following intervals (Bias=-.003; 2.5% = -.350; 97.5% = -.194). That is, organizational commitment mediates the association between POS and turnover intention. The indirect effect predicted in H2 was also significant ($\beta = .09, \rho < .001$) with the following intervals (Bias=.003; 2.5% = .045; 97.5% = .147). That is, organizational commitment mediates the association between perceived alternatives job opportunities and turnover intention exists. These result show that a full mediation exists. Thus, **H1 and H2 received empirical support** (see Table 4, Figure 2 and Figure 3).

The present study also hypothesizes the moderating role of job satisfaction, which resulted to a moderated-mediated structural model. First, job satisfaction did not moderate the mediating role of organizational commitment on the association between POS and turnover intention ($\beta = .02, \rho = .747$), and a bias corrected confidence interval with a resample of $n=5,000$ produced the following intervals (Bias = -.002; 2.5% = -.025; 97.5% = -.056). Second, job satisfaction did not moderate the mediating role of organizational commitment on the association between perceived alternatives job opportunities and turnover intention ($\beta = .01, \rho = .242$), and a bias corrected confidence interval with a resample of $n=5,000$ produced the following intervals (Bias=.000; 2.5% = -.036; 97.5% = -.039). Thus, **H3 and H4 did not received empirical support** (see Table 4, Figure 2 and Figure 3).

5 Discussion

Interpersonal and organizational work experiences can result in negative and positive perceptions among employees. Understanding the mechanisms through which employees develops high organizational commitment and low turnover intention are important preventive measures. This proactive approach can be useful in managing costly employee entry and exit phenomenon (Abubakar et al., 2018b; Berberoglu, 2018; Yousaf et al., 2018) especially in SMEs. Much remains to be discovered about the multi-variate association of job satisfaction with POS, perceived alternatives job opportunities, organizational commitment and turnover intention. In particular, an unexamined possibility is how job satisfaction can alter the associations between the above said variables. The present work tests an integrative model scrutinizing the mechanism by which organizational commitment mediates the link between POS, perceived alternatives job opportunities and turnover intention; and the potential moderating role of job satisfaction. This yields four important results as follows:

First, the finding supports our overarching proposition that organizational commitment will mediate the link between POS and turnover intention. Prior findings also revealed that POS is associated with greater levels of organizational commitment (Eisenberger et al., 1990) and lower levels of turnover intention (Madden et al., 2015). POS was negative associated with turnover in Kang, Kim and Han (2018) study. A study in the Indonesian restaurant industry showed that organizational commitment mediated the relationship between HRM practices and turnover intentions (Yousaf et al., 2018). Similarly, Feng and Angeline (2010) found that organizational commitment mediate the link between POS and turnover intention. Thus, our study corroborates existing assertions in an Arabian perspective by showing how positive organizational resource (POS) serves as a protective factor toward developing turnover intention.

Second, the finding supports our overarching proposition that organizational commitment will mediate the link between perceived alternatives job opportunities and turnover intention. Existing empirical evidences show that perceived alternatives job opportunities have a negative correlativity with organizational commitment (Rahman, et al., 2008) and positive correlativity with turnover intention (Dardar et al., 2012; Rahman, et al., 2008). In this sense, workers who are employable are less likely to be committed to the hiring organization and are more likely to engage in turnover behavior (Acikgoz et al., 2016; Philippaers et al., 2019). This study shows that organizational commitment is the mechanisms through which perceived alternatives job opportunities use to reduce turnover intention. Implying that lack of resources in one's organization and its presence in another organization serves as a push factor

toward turnover intention.

Third, the study results indicate that organizational commitment is a mediator between POS and turnover intention, and that the relationship is not stronger when employee job satisfaction is high. The present finding contradicts what scholars highlighted, that POS and job satisfaction have negative impacts on turnover intention (Eisenberger et al., 1990; Samad, 2006; Terason, 2018) and positive impact on organizational commitment (Eisenberger et al., 2002; Kang et al., 2018). Similar findings were reported by Lartey et al. (2019) who observed the variables inversely, where POS failed to moderate the relationship between deep acting and job satisfaction. Our outcome adds to the inconsistent findings in the literature, we attributed this to our approach and context, more research is needed to uncover why such association exist.

Fourth, we theorize that organizational commitment will mediate the association between perceived alternatives job opportunities and turnover intention, and that the relationship is weaker if job satisfaction is high. The present finding did not support our proposition. This result further contributes to the ambiguous role of perceived alternatives job opportunities on commitment and turnover intention for satisfied employees. Past research shows that perceived alternatives job opportunities lowers organizational commitment (Rahman, et al., 2008) and strengthens turnover intention (Dardar et al., 2012; Ing-San & Jyh-Huei, 2006; Khatri et al., 2001). Job satisfaction has been shown to boosts organizational commitments and lowers turnover intention (Islam et al., 2018; Jehanzeb & Mohanty, 2018). A plausible reason for this might be that employees who perceived themselves to be employable are constantly changing and adjusting their relationships with the hiring organizations (Hahn & Kim, 2018). Age might be another factor because majority of surveyed sample are less than 40 years, these age groups are less loyal to employers (Abubakar et al., 2020; Acikgoz et al., 2016; Yuen, 2016). Building on this evidence, we conclude that both satisfied and non-satisfied employees are more likely to be less commitment and may further develop turnover intention when perceived alternatives job opportunities are high. More research is needed to uncover why such association exist

5.1 Theoretical and Practical Implications

Contemporary researches have stressed the criticality of POS and perceived alternatives job opportunities, relatively limited attention has been paid to the combinatory and underlying process through which they increase or decrease organizational commitment and subsequently turnover intention. To fill this void, this article examines the mediatory role of organizational commitment and moderator role of job satisfaction using SMEs employees. The

theoretical contributions of this study stems from unveiling POS capacity to foster commitment to organization which diminishes intention to leave, and on the other hand, we show how perceived alternatives job opportunities inhibits commitment towards the hiring organization, suggesting that employees are less committed to their organizations when perceived alternatives job opportunities are high irrespective of their job satisfaction level.

Practically, this article recommends that top management should foster POS climate and other related mechanisms to keep employees' commitment, since perceived alternatives job opportunities is somehow out of their control. Lucrative rewards, compensations, recognition and appraisals systems can help retain employees despite the presence of alternatives. Managers are advised to initiate and implement policies that elicit concerns for employee well-being and valuing their contributions to enhance their POS. The present outcome warrant practitioners to engage in open communication with their employees about expected benefits, this strategy may impede a misfit between practices and employees' needs and preferences. Technically, this can reduce the negative effects of perceived alternatives job opportunities on commitment.

5.2 Limitations and Future Research

This paper has several limitations that worth mentioning. One, the cross-sectional nature of the data inhibits our ability to draw concrete conclusions on causal inference and examine how the study variables play out along a timeline. Upcoming studies may consider adopting a time-lag design. Two, the self-report responses may have profound effects on the estimations through social desirability bias, thus upcoming studies may collect data from multiple data sources. Three, this study context Jordanian SMEs limits our ability to generalize the results. Future research should replicate the same model but in different settings. Lastly, although we control for common method bias (CMB) using procedural approaches, future study can utilize methods such as Fuzzy sets, machine learning and artificial intelligence techniques (i.e., Abubakar, 2018; Abubakar et al., 2018a; 2019) to evade the threats of CMB.

Literature

- Abubakar, A.M. (2020). Using hybrid SEM – artificial intelligence approach to examine the nexus between boreout, generation, career, life and job satisfaction. *Personnel Review*. <http://doi.org/1108/PR-06-2017-0180>
- Abubakar, A.M. (2018). Linking work-family interference, workplace incivility, gender and psychological distress. *Journal of Management Development*, 37(3), 226-242. <https://doi.org/10.1108/JMD-06-2017-0207>
- Abubakar, A.M., Behraves, E., Rezapouraghdam, H., & Yildiz, S.B. (2019). Applying artificial intelligence

- technique to predict knowledge hiding behavior. *International Journal of Information Management*, 49, 45-57. <https://doi.org/10.1016/j.ijinfomgt.2019.02.006>
- Abubakar, A.M., Karadal, H., Bayighomog, S.W., & Merdan, E. (2018a). Workplace injuries, safety climate and behaviors: application of an artificial neural network. *International journal of occupational safety and ergonomics*, 1-11. <https://doi.org/10.1080/10803548.2018.1454635>
- Abubakar, A.M., Megeirhi, H.A., & Shneikat, B. (2018b). Tolerance for workplace incivility, employee cynicism and job search behavior. *The Service Industries Journal*, 38(9-10), 629-643. <https://doi.org/10.1080/02642069.2017.1420171>
- Acikgoz, Y., Sumer, H. C., & Sumer, N. (2016). Do employees leave just because they can? Examining the perceived employability–turnover intentions relationship. *The Journal of psychology*, 150(5), 666-683. doi:10.1080/00223980.2016.1160023
- Aktar, A., & Pangil, F. (2018). Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: Does black box stage exist? *International Journal of Sociology and Social Policy*, 38(7-8), 606–636. <http://doi.org/10.1108/IJSSP-08-2017-0097>
- Anuradha, M. V, Lakshmi, R. S., & Ghuman, S. (2017). An Assessment of the Influence of the Psychological Consequences of Task Significance on Employee Engagement and Turnover Intentions. *South Asian Journal of Management*, 24(3), 62–87.
- Ardic, P. O., Mylenko, N., Saltane, V. (2011). Small and Medium Enterprises A Cross-Country Analysis with a New Data Set. *World Bank*. Available from <http://documents.worldbank.org/curated/en/967301468339577330/Small-and-medium-enterprises-a-cross-country-analysis-with-a-new-data-set>
- Berberoglu, A. (2018). Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. *BMC health services research*, 18(1), 399. <https://doi.org/10.1186/s12913-018-3149-z>
- Bhatnagar, J. (2014). Mediator analysis in the management of innovation in Indian knowledge workers: The role of perceived supervisor support, psychological contract, reward and recognition and turnover intention. *International Journal of Human Resource Management*, 25(10), 1395–1416. <http://doi.org/10.1080/09585192.2013.870312>
- Chaudhary, S., Bidlan, J. S., & Darolia, C.R. (2015). A study of relationship of psychological capital with job satisfaction and turnover intention of LIC employees. *Indian Journal of Health and Wellbeing*, 6(7), 692.
- Chiang, H.H., Han, T.S., & Chuang, J.S. (2011). The relationship between high-commitment HRM and knowledge-sharing behavior and its mediators. *International Journal of Manpower*, 32(5/6), 604–622. <https://doi.org/10.1108/01437721111158224>
- Dardar, A. H.A., Jusoh, A., & Rasli, A. (2012). The impact of job training, job satisfaction and alternative job opportunities on job turnover in Libyan oil companies. *Procedia-Social and Behavioral Sciences*, 40, 389-394. <https://doi.org/10.1016/j.sbspro.2012.03.205>
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82, 812-820. DOI:10.1037/0021-9010.82.5.812
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I.L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565–573. <http://doi.org/10.1037/0021-9010.87.3.565>
- Elçi, M., Şener, İ., Aksoy, S., & Alpan, L. (2012). The Impact of Ethical Leadership and Leadership Effectiveness on Employees' Turnover Intention: The Mediating Role of Work-Related Stress. *Procedia - Social and Behavioral Sciences*, 58, 289–297. <http://doi.org/10.1016/j.sbspro.2012.09.1003>
- Farrell, D., & Rusbult, C. (1981). Exchange variables as predictors of job satisfaction, job commitment, and turnover: The impact of rewards, costs, alternatives, and investments. *Organizational Behavior and Human Performance*, 28, 78-95. [https://doi.org/10.1016/0030-5073\(81\)90016-7](https://doi.org/10.1016/0030-5073(81)90016-7)
- Feather, N.T., & Rauter, K.A. (2004). Organizational citizenship behaviors in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. *Journal of Occupational and Organizational Psychology*. <http://doi.org/10.1348/096317904322915928>
- Feng, W. C., & Angelina, T. (2010). Turnover intention and job-hopping behavior of music teachers in Malaysia. *African Journal of Business Management*, 4(4), 425-434
- Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Gebremichael, H., & Rao, B.P. (2013). Job satisfaction and organizational commitment between academic staff and supporting staff (Volaita Sodo University-Ethiopia as a Case). *Far East Journal of Psychology and Business*, 11, 11–32.
- Griffeth, R.W., & Hom, P.W. (1988). A comparison of different conceptualizations of perceived alternatives in turnover research. *Journal of Organizational Behavior*, 9(2), 103-111. <https://www.jstor.org/stable/2488294>
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010), *Multivariate data analysis* (7th ed.), NJ: Prentice Hall.
- Hahn, H. J., & Kim, S. (2018). An empirical study on the relationship between perceived employability and employee performance. *Human Resource Development International*, 21(2), 74-90. <https://doi.org/10.1080/13678868.2017.1366175>
- Han, S.H., Seo, G., Li, J., & Yoon, S.W. (2016). The mediating effect of organizational commitment and employee empowerment: How transformational leadership impacts employee knowledge sharing intention. *Human Resource Development International*. <http://doi.org/10.1080/13678868.2015.1099357>
- Henseler, J., Ringle, C.M., & Sarstedt, M. (2015). A new criterion for assessing structural discriminant validity in variance-based structural equation modelling. *Journal*

- of the *Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Huang, W.R., & Su, C.H. (2016). The mediating role of job satisfaction in the relationship between job training satisfaction and turnover intentions. *Industrial and Commercial Training*, 48(1), 42–52. <https://doi.org/10.1108/ICT-04-2015-0029>
- Ing-San H., & Jyh-Huei K. (2006). Effects of Job Satisfaction and Perceived Alternative Employment Opportunities on Turnover Intention – An Examination of Public Sector Organizations. *Journal of American Academy of Business, Cambridge*, 8(2), 254–269
- Islam, T., Ali, G., & Ahmed, I. (2018). Protecting healthcare through organizational support to reduce turnover intention. *International Journal of Human Rights in Healthcare*, 11(1), 4–12. <https://doi.org/10.1108/IJHRH-03-2017-0012>
- Jahmani, K., Fadiya, S.O., Abubakar, A.M., & Elrehail, H. (2018). Knowledge content quality, perceived usefulness, KMS use for sharing and retrieval: A flock leadership application. *VINE Journal of Information and Knowledge Management Systems*, 48(4), 470–490. <https://doi.org/10.1108/VJKMS-08-2017-0054>
- Jang, J., & Kandampully, J. (2018). Reducing employee turnover intention through servant leadership in the restaurant context: A mediation study of affective organizational commitment. *International Journal of Hospitality & Tourism Administration*, 19(2), 125–141. <https://doi.org/10.1080/15256480.2017.1305310>
- Jehanzeb, K., & Mohanty, J. (2018). Impact of employee development on job satisfaction and organizational commitment: person–organization fit as moderator. *International Journal of Training and Development*, 22(3), 171–191. <https://doi.org/10.1111/ijtd.12127>
- Jehanzeb, K., Rasheed, A., & Rasheed, M.F. (2013). Organizational Commitment and Turnover Intentions: Impact of Employee's Training in Private Sector of Saudi Arabia. *International Journal of Business and Management*. <http://doi.org/10.5539/ijbm.v8n8p79>
- Joo, B.K. (2010). Organizational commitment for knowledge workers: The roles of perceived organizational learning culture, leader-member exchange quality, and turnover intention. *Human Resource Development Quarterly*. <http://doi.org/10.1002/hrdq.20031>
- Kang, H. Y., Kim, S., & Han, K. (2018). The relationship among workplace bullying, organizational commitment and turnover intention of the nurses working in public medical institutions. *Journal of Korean Clinical Nursing Research*, 24(2), 178–187. <https://doi.org/10.22650/JKCNR.2018.24.2.178>
- Khatri, N., Fern, C.T., & Budhwar, P. (2001). Explaining employee turnover in an Asian context. *Human Resource Management Journal*, 11(1), 54–74. <https://doi.org/10.1111/j.1748-8583.2001.tb00032.x>
- Kim, S., Tam, L., Kim, J.N., & Rhee, Y. (2017). Determinants of employee turnover intention: Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture and organization-employee relationship quality. *Corporate Communications: An International Journal*, 22(3), 308–328. <https://doi.org/10.1108/CCLJ-11-2016-0074>
- Kirk-Brown, A., & Van Dijk, P. (2016). An examination of the role of psychological safety in the relationship between job resources, affective commitment and turnover intentions of Australian employees with chronic illness. *The International Journal of Human Resource Management*, 27(14), 1626–1641. <https://doi.org/10.1080/09585192.2015.1053964>
- Lartey, J.K.S., Tawiah, K.A., & Osafo, J. (2019). The moderating effect of perceived organizational support in the relationship between emotional labor and job attitudes: A study among health professionals. *Nursing Open*, <https://doi.org/10.1002/nop.2.295>
- Li, N., Zhang, L., Xiao, G., Chen, J., & Lu, Q. (2019). The relationship between workplace violence, job satisfaction and turnover intention in emergency nurses. *International Emergency Nursing*. <https://doi.org/10.1016/j.ienj.2019.02.001>
- Locke, E.A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). New York, NY: Hold, Reinhart & Winston
- Luz, C.M.D.R., de Paula, S.L., & de Oliveira, L.M.B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *REGE Revista de Gestão*, 25(1), 84–101. <https://doi.org/10.1108/REGE-12-2017-008>
- Madden, L., Mathias, B.D., & Madden, T.M. (2015). The impact of perceived organizational support and positive relationships at work on turnover intentions. *Management Research Review*, 38(3), 242–263. <http://doi.org/10.1108/MRR-09-2013-0228>
- March, J.G., & Simon, H.A. (1958). *University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship*. Available at SSRN: <https://ssrn.com/abstract=1496194>
- Mathieu, C., Fabi, B., Lacoursière, R., & Raymond, L. (2016). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, 22(1), 113–129. <https://doi.org/10.1017/jmo.2015.25>
- Meyer, J.P., & Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Mobley, W. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62, 237–240.
- Mosadeghrad, A.M., Ferlie, E., & Rosenberg, D. (2011). A study of relationship between job stress, quality of working life and turnover intention among hospital employees. *Health Services Management Research*, 24(4), 170–181. <http://doi.org/10.1258/hsmr.2011.011009>
- Mushtaq, A., Amjad, M.S., & Saeed, M.M. (2014). The Moderating Effect of Perceived Alternative Job Opportunities between Organizational Justice and Job Satisfaction: Evidence from Developing Countries. *The East Asian Journal of Business Management (EAJBM)*, 4(1), 5–13.
- Nawaz, M.S., & Pangil, F. (2016). Career Concern as Predictor of Turnover Intention: Empirical Evidence from Education Industry. *Asian Journal of Applied Sciences (ISSN: 2321-089)*, 4(02).
- Odon, R.Y., Boxx, W.R. & Dunn, M.G. (1990). Organizational cultures, commitment, satisfac-

- tion and cohesion. *Public & Management Review*, 14,157-168. <https://www.jstor.org/stable/3380963>
- Philippaers, K., De Cuyper, N., & Forrier, A. (2019). Employability and performance: The role of perceived control and affective organizational commitment. *Personnel Review*. <https://doi.org/10.1108/PR-04-2017-0098>
- Pohler, D., & Schmidt, J.A. (2016). Does Pay-for-Performance Strain the Employment Relationship? The Effect of Manager Bonus Eligibility on Non-management Employee Turnover. *Personnel Psychology*, 69(2), 395-429. <https://doi.org/10.1111/peps.12106>
- Price, J.L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22(7), 600-624. <https://doi.org/10.1108/EUM000000000006233>
- Rahman, A., Naqvi, S.M.M.R., & Ramay, M.I. (2008). Measuring turnover intention: A study of its professionals in Pakistan. *International Review of Business Research Papers*, 4(3), 45-55.
- Rhoades L., Eisenberger R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology* 87, 698-714. Doi:10.1037/0021-9010.87.4.698
- Samad, S. (2006). The Contribution of Demographic variables: Job Characteristics and Job Satisfaction on Turnover Intentions. *Journal of International Management Studies*, 1(1), 1-12.
- Steers, R., & Mowday, R. (1981). 'Employee turnover and post decision accommodation processes'. In: Cummings, L. and Staw, B. (Eds) Research in Organizational Behavior, Vol. 3, JAI Press, Greenwich, CT.
- Tandung, J.C., & others. (2016). The link between HR attributions and employees' turnover intentions. *Gadjah Mada International Journal of Business*, 18(1), 55. <http://doi.org/10.22146/gamaijb.9287>
- Tang, G., Yu, B., Cooke, F.L., & Chen, Y. (2017). High-performance work system and employee creativity: The roles of perceived organizational support and devolved management. *Personnel Review*, 46(7), 1318-1334. <http://doi.org/10.1108/PR-09-2016-0235>
- Terason, S. (2018). Managerial Turnover Intention as a Result of Leadership Behavior, Job Satisfaction and Organizational Commitment: Evidence from Cross-National Fitness Enterprises in Thailand. *Academy of Strategic Management Journal*, 17(1), 1-12.
- Tett, R.P., & Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel psychology*, 46(2), 259-293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- Top, M., & Gider, O. (2013). Interaction of organizational commitment and job satisfaction of nurses and medical secretaries in Turkey. *The International Journal of Human Resource Management*, 24, 667-683. <https://doi.org/10.1080/09585192.2012.680600>
- Van der Heijden, B.I., Peeters, M.C., Le Blanc, P.M., & Van Breukelen, J.W.M. (2018). Job characteristics and experience as predictors of occupational turnover intention and occupational turnover in the European nursing sector. *Journal of Vocational Behavior*, 108, 108-120. <https://doi.org/10.1016/j.jvb.2018.06.008>
- Yousef, D.A. (2017). Organizational commitment, job satisfaction and attitudes toward organizational change: A study in the local government. *International Journal of Public Administration*, 40(1), 77-88. <https://doi.org/10.1080/01900692.2015.1072217>
- Yousaf, A., Sanders, K., & Yustantio, J. (2018). High commitment HRM and organizational and occupational turnover intentions: the role of organizational and occupational commitment. *The International Journal of Human Resource Management*, 29(10), 1661-1682. <https://doi.org/10.1080/09585192.2016.1256905>
- Yuen, S. H. (2016). Examining the generation effects on job-hopping intention by applying the Theory of Planned Behavior (TPB). Theses & Dissertations. Lingnan University.
- Ziauddin, M.R.K., Jam, F.A., & Hijazi, S.T. (2010). The impacts of Employees' Job Stress on Organizational Commitment. *European Journal of Social Sciences*, 13(4), pp. 617-622. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>

Albalawi, Abdulmajeed Saad, PhD student at Victoria University Business School in Melbourne Australia. He has participated in AMRC 2019: 8Th Asian Management Research & Case Conference and presented scientific paper. Research interested in: Emotional intelligence at workplace, Human Resources and SMEs.

Shahnaz Naughton, An academic and a senior consultant with more than 30 years' experience working across public and private sector organizations. She has both theoretical and practical knowledge and understanding of strategic management, organizational change management, organizational behavior and leadership development which she leverages while lecturing and consulting. Her specific skill set is in leading transformational and culture change through conducting strategic reviews, designing strategic change governance framework, mapping end-to-end change delivery, leading change implementation and leadership development through workshop and training. Shahnaz's core strength lies in her ability to think strategically and she's known as a strategic thinker with an innate ability to recognize and analyses problems quickly and design solutions. Apart from consulting and teaching in Australia, she has led major and complex change projects internationally and has taught in several countries on postgraduate programs. Shahnaz pioneered Master of Change, Innovation and leadership (MCIL) program and also teaches on MCIL, MBA, DBA and Executive programs where contribution of her knowledge is well recognized amongst her peers, students and industry professionals.

Malek Bakheet Elayan, Assistant Professor and the Specialist of Human Resources Development at Business Administration Department, The Institute of Public Administration (IPA), The Kingdom of Saudi Arabia, Riyadh. His work focuses on Human Resources Development and Management courses. He has participated as Session Chair & Presenter in "7th International Conference on Economics, Finance & Management Outlooks, Asian Research Development Wing, Research interests: HRM-Development Practices, E-HRM and Contemporary Business topics.

Mohammad Tahseen Sleimi, Assistant Professor and head of entrepreneurship center for accounting sciences at Palestine Technical University\Kadoorei, Business and Economics Faculty. His research focuses in HRM, strategic management and knowledge management.

Appendix: List of Measurement Items

Perceived Organizational Support

POS1- "I feel treated fairly"

POS2- "I think the firm gives sufficient consideration to the needs, desires, and demands of the personal lives of its employees"

POS3- "I feel that high performance is rewarded in this organization"

POS4- "This organization forgave my honest mistake"

POS5- "This organization cares about my general satisfaction"

POS6- "My company strongly considers my goals and values"

Perceived Alternatives Job Opportunities

PAJO1- "If I quit my current job, the chances that I would be able to find another job which is as good as, or better than my present one is low"

PAJO2- "If I have to leave this job, I would not have another job as good as this one within a little time"

PAJO3- "It would be not easy to find acceptable alternative employment"

Job Satisfaction

JSAT1- "I feel fairly well satisfied with my job"

JSAT2- "I have trust that the organization retained the qualified employees"

JSAT3- "My job is usually worthwhile"

JSAT4- "I find real enjoyment in my job"

JSAT5- "Most days I am enthusiastic about my job"

Organizational Commitment

Affective Commitment

OGCM1- "I would be very happy to spend the rest of my career in this organization"

OGCM2- "I really feel as if this organization's problems are my own"

OGCM3- "I feel like " part of the family" at my organization"

OGCM4- "I do not feel a strong sense of "belonging" to this organization"

Continuance Commitment

OGCM5- "It would be very hard for me to leave this organization right now, even if I wanted to"

OGCM6- "Right now, staying with this organization is a matter of necessity as much as desire"

OGCM7- "I feel that I have too few options to consider leaving this job"

OGCM8- "Too much of my life would be disrupted if I decided I wanted to leave my organization right now"

Normative Commitment

OGCM9- "I would feel guilty if I left my organization now"

OGCM10- "This organization deserve my loyalty"

OGCM11- "I owe a great deal to my organization"

OGCM12- "I would not to leave my organization right now because I have a sense of obligation to the people in it"

OGCM13- "Even if it were to my advantage, I do not feel it would be right to leave my organization now"

Turnover Intention

TINT1- "I don't think about quitting this organization"

TINT2- "I would not likely search for a position with another employer"

TINT3- "It is not likely that I will leave this organization the next year"