Influence of Organizational Culture on Job Satisfaction, Organizational Commitment and Turnover Intention:
A Study on a Pakistani Private University

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Abstract

Globalization; diversified workforce; new technology; and dynamic, innovative and chaotic environment are not merely buzzwords but are harsh realities, which contemporary mangers have to face and deal on a regular basis. Thus, managers and policymakers are required to update these work-related practices to cater to the challenges they face on a daily basis. In view of the significance of the issue, the study examines the effect of organizational culture on job satisfaction, organizational commitment and turnover intention in a private business university in Karachi. The population of the said university was 120, out of which 92 faculty members were selected non-randomly. The questionnaire adopted for the study has 4 factors and 58 items. After ascertaining the reliabilities and validities of the constructs, the data was used for testing overall model was tested on the data. It was found that organizational culture has a significant effect on job satisfaction and organizational commitment, whereas, no significant relationship was found between culture and turnover intention. This non-significant effect of culture on turnover intention was surprising and inconsistent from most of the earlier studies carried out in the West. One of the reasons for this inconsistent finding could be the lack of comparable job opportunities in Pakistan.

Keywords: Job Satisfaction, Organizational Commitment, Faculty Members and Turnover Intention.

Introduction

Successes and failure of organizations depend on its culture, thus it is blamed if organizations fail and praised if it is successful (Abazov, et. al., 2011). Studies in this context found that organizational culture changes employee's attitude in the context of job satisfaction and commitment (Farzianpour, et. al. 2016).

Management theories and models developed in one part of the world might not be valid in other part of the world mainly due to

variation in cultures (Denison, et. al. 2003). The validity of these models and theories become more challenging, if they were developed in western culture and had to be implemented in Eastern culture (Farzianpour, et. al., 2016).

Higher education is an important asset for both the developed and the developing countries and it cannot nurture without teachers playing their due roles in academic institutions (Mansor & Tayib, 2010). Educational institutions in Pakistan, therefore , must avoid mechanistic approaches towards their pre-defined goals and must develop a culture that is supportive to employees' satisfaction and commitment (Sabri, et. al. 2011). In view of the significance of the issue, this study has measured the influence of organizational culture on organizational commitment, job satisfaction and turnover intention in a private teaching institution of Karachi.

Literature Review

The following section contains the conceptual framework and the literature support for the hypothesized relationships (Refer to Figure 2.1)
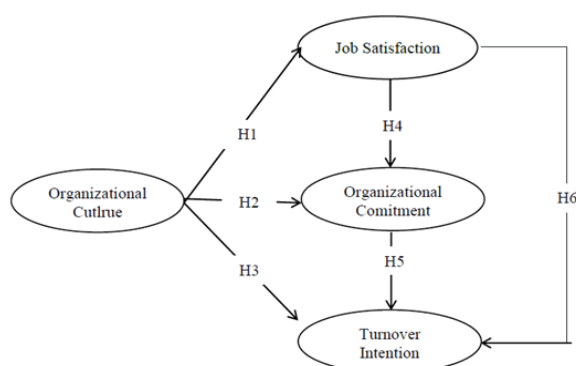
Organizational Culture

In today's contemporary world, organizational culture has become highly important in the context of organizational productivity and its effectiveness. Practitioners, the world over, have emphasized that organizational changes, if restricted to structure or processes will not be meaningful unless they have suggested changes in the corporate culture as well (Rashidi, et. al., 2015; Rudelj, 2012). Different sectors have different corporate cultures and traits. For example, in banking and insurance sectors, "performance orientation" and "emphasis on reward" are the dominating cultural traits. Some of the typical cultural traits in most sectors are: over-expectations of employees, stories, rituals, customs, myth, spoken and unspoken rules, norms and values about the times past of the organization (Aldhuwaihi, 2013; Hofstede, et. al. 2015; Rashidi et al., 2015)

Organizational Culture and Job Satisfaction

Organizational culture has a philosophical influence on numerous organizational key variables including job satisfaction (MacIntosh & Doherty, 2010). Significant relationship has been found between organizational culture and job satisfaction as a whole and on its variables individually (Loi, Yang, & Diefendorff, 2009). Studies have validated the relationships between organizational culture and job satisfaction (MacIntosh & Doherty, 2010; Mansor & Tayib, 2010; Rashidi, et. al., 2015). On the basis of the above literature review, the following hypothesis was created.

H1: organizational culture positively influences job satisfaction

Organizational Culture and Organizational Commitment

Organizational culture strongly affects organizational outcomes like performance, organizational behavior, psychological contract and absenteeism (Firuzjaeyan, et. al., 2015). Studies found organizational cultures have a positive impact on organizational commitment and on different levels of outcomes. Additionally, it is has also been observed that affective commitment positively affects behavioral outcomes and job attitudes. (Firuzjaeyan, et al., 2015; Kim, et. al., 2015). On the basis of the above arguments, the following hypothesis was developed

H2: Organizational culture positively influences organizational commitment.

Organizational Culture and Turnover Intention

Employers, organizational commitments and organizational cultures vary from one industry to other industry. Organizations that are performing excellently have a culture of retaining motivating and attracting talented employees due to which they have the lowest turnover (Kroese, 2015). Culture plays an important role in the working environment and cultural 'fit'. When an individual finds the right cultural fit within an organization, the job satisfaction and organizational commitment will be high and intention to leave will be low (Kwon & Kim, 2015; Peretz, et. al., 2015). On the basis of the above the following hypothesis was generated.

H3: Organizational culture negatively influences turnover intention

Job Satisfaction and Organizational Commitment

Job satisfaction refers to daily emotional events, which are effected by work, job situations, organizational commitment, and non-emotional and emotional response to the organization (Supeli & Creed, 2016). Studies have found that job satisfaction as a whole and its all the five facets: (1) satisfaction with the supervisor; (2) job content; (3) relationships with co-workers; (4) pay and (5) promotion opportunities; individually affects organizational commitment (Chang, et. al., 2015; Supeli & Creed, 2016; Top, et. al., 2015). There are inconsistent results on the relationship of job satisfaction and organization commitment. Some earlier studies found job satisfaction positively influence organizational commitment while other found job satisfaction have no effect on organizational commitment (Drucker-Godard, et. al., 2015; Macdonald & Levy, 2016; Neubert & Halbesleben, 2015). On the basis of the above literature review, the following hypotheses was developed.

H4: Job satisfaction positively influences organizational commitment

Job Satisfaction and Turnover Intention

Studies have found the existence of inverse relationship between job satisfaction and turnover intention (Chen, et. al., 2015; Lu & Gursoy, 2016). While supporting this relationship studies also observed that satisfied employees are more enthusiastic, have higher job engagement and thus have lesser turnover intention (Lu & Gursoy, 2016; Mathieu & Babiak, 2016). In view of this

established inverse relationship of turnover intention and employee job satisfaction, it is essential that an organization identifies factors associated with employees' job satisfaction (Chen et al., 2015). Non-satisfied employees not only perform badly but they also have a high turnover rate. A high turnover always causes low productivity, low morale, longer time to complete task and higher accidents incidences (Lu & Gursoy, 2016). In relevance to the above literature, the following hypothesis was developed.

H5: Job satisfaction negatively influences turnover intention

Organizational Commitment and Turnover Intention

Several empirical studies found that organizational commitment is negatively associated with turnover intention (Thakre, 2015). Others have also supported the inverse effects of organizational commitment on turnover intention. However, it has also been observed that despite high disparity between turnover intention actual turnover, employees may not leave their jobs due to lack of job opportunities (Ahn, et. al., 2015; Wong & Laschinger, 2015). Researchers in this context also investigated the links between the two components of organization commitment, precisely affective and continuance and found both individually and together affect turnover intention. It has also been found that organizational commitment as a whole is negatively correlated to turnover intention and both the components of organizational commitment individually are also negatively related with turnover intention (Wong & Laschinger, 2015).

H6: Organizational commitment negatively influences turnover intention

Methodology

Population and Sampling

The population for this research is 120, which is the total population of all the faculty members of a selected private university. The sample size at 95% confidence level and 5% margin of errors comes out to 92 samples. Ninety seven (97) questionnaires were administered and 92 responded with a response rate of 95%. In terms of gender 43 (47%) were male and 49 (53%) were female; respondents' ages ranged from 21 to 51 years (M = 22.25, SD = 2.78). In terms of the marital status, 31 (34%) were single and 61 (66%) were married. In terms of the profession, 3 (3%) were students, 89 (97%) were employed as teachers. In terms of education, 50 (54%) had masters education, 24 (26%) had education up to MS/MPhil, 18 (20%) had doctoral education.

Scale and Measure

Organizational Culture Scale

Organization culture in this study is based on Organizational Culture Assessment Instrument (OCAI). This construct in this study has six factors and 24 items all based on a five -points Likert Scale. Reliability of this construct in earlier studies ranged .76 to .80 (Aldhuwaihi, 2013; Hofstede et al., 2015; Quinn & Robert, 2011; Rashidi et al., 2015)

Job satisfaction Scale

Job satisfaction scale for this study has 10 items adopted from the scale developed

by (Freund, 2015). The reliability of this scale in the earlier literature ranged 0.79 to 0.87 (Burke, et. al., 2015; Freund, 2015; Pineau Stam, et. al., 2015)

Organizational Commitment Scale

Organizational Commitment scale for this study contains nineteen items all adopted from (Peng et.al., 2016). The reliability of this scale in the earlier literature ranged 0.80 to 0.87 (Babin, et. al., 2015; Peng, et. al., 2016; Yousef, 2016).

Turnover Intention Scale

The turnover intention scale for this study has five items adopted form scale developed by (Wong & Laschinger, 2015). The reliability of this scale in the earlier literature ranged between 0.80 to 0.90 (Lu & Gursoy, 2016; Siu, Cheung, & Lui, 2015; Wong & Laschinger, 2015).

Data Analysis Method

Quantitative research methods were used to analyze the data after it was collected. The analysis was done using SPSS 17. Analyses include reliability, validity, correlation, discriminant validity testing overall model on Smart PLS 2.3, and multiple regression analysis.

Results

Descriptive Statistics

Results related to reliability and normality and are summarized in Table 2.1.

Table 2.1 - Descriptive Analysis				
	Cronbach Alpha	Mean	Std. Dev.	Skewness	Kurtosis
Org. Culture	0.89	3.40	.48	-.36	-.91
Job Satisfaction	0.71	3.61	.47	.47	0.64
Org. Commit.	0.88	3.37	.56	.62	-1.03
Turnover Intention	0.79	2.43	.79	-.13	0.32

The above Table 2.1 shows that the reliability of organizational culture is the highest (α=.895, M=3.407, SD=0.483), while the reliability for job satisfaction is lowest (α=.719, M=3.616, SD=0.475. Reliabilities of the all the constructs were greater than 0.7 which are within the acceptable range indicating that each construct have reasonable internal consistency (Leech, Barrett, & Morgan, 2015).

Table 2.1 also shows that turnover intention (Mean=2.435, SD= 0.794) has the lowest skewness (-0.136), and organizational commitment (Mean = 3.371, SD=0.561) has the highest skewness (0.623). The highest kurtosis (-1.03) is for organizational commitment (Mean =3.371, SD=0.561) and the lowest kurtosis (0.32) is for turnover intention which is (Mean=2.435, SD= 0.794). Since all the constructs are within the range of ±3.5 therefore it can be assumed that the constructs used have univariate normality (Flick, 2015).

Convergent Validity

For convergent validity the variance explained for each variable should be greater than 0.40 and the reliability should be higher than 0.70. The summarized results are presented in table (refer to Table 2.2), which confirms that the data converges or fulfill convergent validity requirement

Table 2.2 - Convergent Validity			
	Mean	Std. Dev.	Reliability	Variance Exp
Organizational Culture	3.40	0.48	0.89	79%
Job Satisfaction	3.61	0.47	0.71	74%
Organizational	3.37	0.56	0.88	70%

Commitment					
Turnover Intention	2.43	0.79	0.79	67%	

Discriminate Validity

Discriminant validity was ascertained to ascertain the uniqueness and distinctiveness of each variable (Hair Jr., et. al., 2009). Since the square root of variance explained is greaters than the square of each pairs of correlation, this indicates that the constructs are unique distinct (Green, Camilli, & Elmore, 2012). The data thus fulfills the discriminant validity requirement which is presented in Table 2.3.

Table 2.3 - Discriminant Validity

	OC	JS	O Com	TI
Organizational Culture	0.89	-	-	
Job Satisfaction	0.55	0.86		
Org. Commitment	0.38	0.53	0.84	
Turnover Intention	0.01	-0.25	0.92	0.82

Testing the Overall Model

The overall model was tested through Smart PLS 3. The summarized output is depicted in figure 2.2.

Hypothesis 1: Organizational Culture and Job Satisfaction

The hypotheis that organizational culture positively influences job satisfaction was tested through Regresion Analysis. The summarized results are presented in Table 2.4 below:
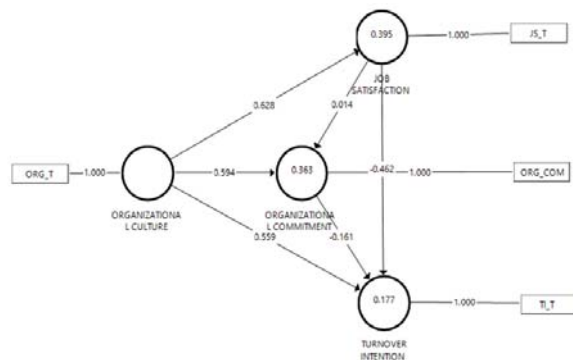
Table 2.4 - Summarized Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.825	.270		3.056	.003

Org. Culture	.836	.078	.747	10.654	.000

Dependent Variable: Job Satisfaction, R^2 = 0.55, Adjusted R^2=0.553, F (1, 91) = 113, p < 0.05

The results of the regression indicates that the predictor organizational culture explains 55.3% of the variance (R^2=0.55, F (1,90) = 113, p < 0.05). It was also found that organizationl culture (ß = 0.747, p < 0.05) significantly influence job satisfaction which according to (Leech et.al., 2015) is a large effect.

Figure 2.2

Hypotheses 2: Organizational Culture and Organizational Commitment

The hypothesis that organizational culture positively influences organizational commitment was tested through Regresion Analysis. The summarized results are presented in Table 2.5 below:

Table 2.5 - Summarized Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	1.164	.312		3.73	.000
Org. Culture	.656	.090	.615	7.282	.000

Dependent Variable: Org Commitment, R^2=

0.379, Adjusted R^2=0.372, F (1,91) = 53, p < 0.05

The results of the regression indicates that the predictor organizational culture explains 37.2% of the variance (R^2=0.37, F (1,87) = 53.024, p < 0.05). It was also found that organizationl culture (ß = 0.615, p < 0.05) significantly predicts organizational commitment.

Hypotheses 3: Organizational Culture and Turnover Intention

The hypothesis that organizational culture influences turnover intention was tested through Regresion Analysis. The summarized results are presented in Table 2.6 below:

Table 2.6 - Summarized Regression Results					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	1.74	0.55		3.13	.002
Org. Culture	0.16	0.16	0.10	1.01	.311

Dependent Variable: Turnover Intention, R^2= 0.011, Adjusted R^2=0.00, F (1,91) = 1.038, p > 0.05

The results of the regression indicates that the predictor organizational culture explains 0.011% of the variance (R^2=0.11, F (1,90) = 1.038, p> 0.05). It was also found that organizationl culture (ß = 0.107, p > 0.05) insignificantly predicts turnover intention.

Hypotheses 4: Job Satisfaction and Organizational Commitment

The hypothesis that job satisfaction positively influences organizational commitment was tested through Regression Analysis. The

summarized results are presented in Table 2.7 below:

Table 2.7 - Summarized Regression Results					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	1.53	0.32		4.70	.000
Job satisfaction	0.50	0.08	0.53	5.82	.000

Dependent Variable: Organizational Commitment, R^2= 0.281, Adjusted R^2=0.272, F (1,91) = 33.923, p < 0.05

Hypotheses 5: Job Satisfaction and Turnover Intention

The hypothesis that job satisfaction influences turnover intention was tested through Regresion Analysis. The summarized results are presented in Table 2.8 below:

Table 2.8 - Summarized Regression Results					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	3.575	0.523		6.834	.000
Job Satisfaction	-0.346	0.141	-0.251	2.459	.015

Dependent Variable: Turnover Intention, R^2= 0.063, Adjusted R^2=0.053, F (1,91) = 6.046, p < 0.05.

The results of the regression indicates that the predictor job satisfaction explains -25% of the variance (R^2=0.063, F (1,90) = 6.046, p < 0.05). It was also found that job satisfaction (ß = 0.53, p < 0.05) significantly predicts Turnover Intention.

Hypotheses 6: Organizational Commitment and Turnover Intention

The hypothesis that organizational

commitment influences turnover intention was tested through Regression analysis. The summarized results are presented in Table 2.9 below:

Table 2.9 - Summarized Regression Results					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	2.34	0.54		4.32	.000
Org.Comm	-0.014	0.15	-0.01	-0.08	.929

Dependent Variable: Turnover Intention, R^2= 0.000, Adjusted R^2=-0.011, F (1,91) = 0.008, p > 0.05.

The results of the regression indicate that the predictor organizational commitment explains -10% of the variance (R^2= -0.011, F (1,87) = 0.008, p > 0.05). It was also found that organizational commitment (ß = 0.010, p > 0.05) insignificantly predicts turnover intention.

Discussion and Conclusion

All the hypotheses were consistent with the earlier studies. The results of the hypotheses and their relevance in the light of previous studies are discussed in the following section.

The hypothesis on the effect of organizational culture on job satisfaction was accepted; refer to Table 2.4. This result is conistent to earlier studies (Kroese, 2015; Peretz, et. al., 2015). Others while validiting this relationship suggested that the knowledgeable workers are the most important assets and they should be encouraged through growth opportunities (Guiso, et. al. 2015; Kwon & Kim, 2015)

The hypothesis on the effect of organizational culture on employees' organizational commitment was substantiated (Refer to Table 2.5). This finding validates previous researches on organizational culture and its effect on employee's commitment (Firuzjaeyan et. al., 2015; Kim et. al., 2015). Organizations with a favorable environment for development and learning of employees increases their commitment. It has been validated that individuals who are professional are more committed to their organizations due to emotional attachments (Firuzjaeyan, et. al., 2015).

The hypothesis that organizational culture negatively influences turnover intention was rejected. Non-significant effect of culture on turnover intention was found (refer to Table 2.6). The result of this study is inconsistent with earlier studies as most of them found adverse organizational culture increases the turnover intentions (Kwon & Kim, 2015; Peretz et. al., 2015). Other studies have also found association between culture and turnover intention and observed that it is the perception of organizational commitment on which the association is based (Kwon & Kim, 2015; Peretz et al., 2015).

This hypothesis that job satisfaction positively influences organizational commitment was substantiated (Refer to Table 2.7). The findings of the current study are consistent to previous studies (Drucker-Godard, et. al., 2015; Macdonald & Levy, 2016; Neubert & Halbesleben, 2015).

The hypothesis that job satisfaction negatively influences turnover was rejected (Refer to Table 2.8). The result is consistent with the previous studies that

job satisfaction's influence is significant and negative on turnover intention (Chen, et. al., 2015; Lu & Gursoy, 2016). Job satisfaction is a multidimensional construct, managers need to identify the key elements that influence employee job satisfaction within the organization (Mathieu & Babiak, 2016)

The hypothesis that organizatonal commitment negatively influences turnover intention was rejected (Refer to Table 2.9). Contrary to this, finding of the earlier researches found that organizational commitment is a strong predictor of turnover intention (Ahn et, al., 2015; Wong & Laschinger, 2015). (Thajre, 2015) while validating this relationship found that genrally the employees are not highly commited, these days. This was also investigated by (Wong & Laschinger 2015) who found that organizational commitment did not have statistically significant relationship to employee mobility. However, the reserachers have found that learning orientation was a strong discriptive factor on employee turnover.

Implication for Managers and Policy Makers

On the basis of this study, it is recommended that supportive organizational culture should be created in private universities in order to elevate the job satisfaction of the faculty. The policies in private institutes must be geared to cooperation, respect, and tolerance of employee expression, open mindedness, and trust level. The respondents of this study were highly qualified individuals; the result shows that faculty members have negative satisfaction levels and high turnover intention. Organizations should address this issue by satisfying their growth need and career development.

Limitation and Future Research

This study was restricted to quantitative, future studies could adopt mixed methodology. The conceptual framework has been tested in one institute; it can now be extended to all the business schools in Karachi. A comparative study of private and public sectors based on the developed conceptual framework will bring more insight to the issue.

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Appendix: Questionnaire

This questionnaire is designed to conduct the research (required as a partial fulfillment for my management science's degree) on influence of organizational culture on organization commitment, job satisfaction and turnover intention among private business university faculty of Pakistan. Following are some questions regarding your personal information. Kindly tick (√) the appropriate box against each question.

Q1. Age

Less than 21

51 and above	21-30	31-40	41-50

Q2. Qualification

Up to Intermediate

Doctoral	Graduation	Masters	M.S/M.Phil.

Q3. Gender

Male	Female

Q4. Income of the family

Up to – 20,000	21,000 – 30,000	31,000 – 40,000	41,000 & Above

Q5. Profession

Marketing	Banking	Engineering	Doctor
Teacher	Student	Other	

Q6. Marital status

Single	Married

Part 1: Organizational Culture

Please circle one number per statement to indicate your view towards the statements below, Please circle a number from 1 to 5 using the scale below:

Dominant Characteristics

1	The University is a very personal place. It is like an extended family. People seem to share a lot of themselves	1	2	3	4	5
2	The University is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks	1	2	3	4	5
3	The University is very results oriented. A major concern is with getting	1	2	3	4	5

	the job done. People are very competitive and result oriented					
4	The University is a very controlled and structured place. Formal procedures generally govern what people do	1	2	3	4	5

Organizational Leadership

5	The leadership in the university is generally considered to exemplify mentoring, facilitating or nurturing	1	2	3	4	5
6	The Leadership in the university is generally considered to exemplify entrepreneurship, innovating and risk taking	1	2	3	4	5
7	The leadership in the university is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	1	2	3	4	5
8	The leadership in the university is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	1	2	3	4	5

Management of Employees

9	The management style in the university is characterized by teamwork, consensus and participation	1	2	3	4	5
10	The management style in the university is characterized by individual risk taking, innovation, freedom and uniqueness	1	2	3	4	5
11	The management style in the university is characterized by hard-driving competitiveness, high demands and achievement.	1	2	3	4	5
12	The management style in the university is characterized by security of employment, conformity, predictability and stability in relationships	1	2	3	4	5

Organizational Glue

13	The glue that holds the university together is loyalty and mutual trust. Commitment to this university runs high	1	2	3	4	5
14	The glue that holds the university together is commitment to innovation and development. There is an emphasis on being on the cutting edge	1	2	3	4	5
15	The glue that holds the university together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes	1	2	3	4	5
16	The glue that holds the university together is formal rules and policies. Maintaining a smooth-running university is important	1	2	3	4	5

Strategic Emphases

17	The university emphasizes human development. High trust, openness and participation persist	1	2	3	4	5
18	The university emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued	1	2	3	4	5
19	The university emphasizes competitive actions and achievements. Hitting stretch targets and winning in the marketplace are dominant.	1	2	3	4	5
20	The university emphasizes permanence and stability. Efficiency, control and smooth operations are important.	1	2	3	4	5

Criteria of Success

21	The university defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people.	1	2	3	4	5
22	The university defines success on the basis of having the most unique or newest service. It is a service leader and innovator	1	2	3	4	5
23	The university defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	1	2	3	4	5
24	The university defines success on the basis of efficiency.	1	2	3	4	5

Part 2: Job Satisfaction

Please circle one number per statement to indicate your view towards the statements below. Please circle a number from 1 to 5 using the scale below.

1	I receive recognition for a job well done	1	2	3	4	5
2	I feel close to the people at work	1	2	3	4	5
3	I feel good about working at this company	1	2	3	4	5
4	I feel secure about my job.	1	2	3	4	5
5	I believe management is concerned about me	1	2	3	4	5
6	On the whole, I believe work is good for my physical health	1	2	3	4	5
7	My wages are good	1	2	3	4	5
8	All my talents and skills are used at work	1	2	3	4	5
9	I get along with my supervisors	1	2	3	4	5
10	I feel good about my job	1	2	3	4	5

Part 3: Organizational Commitment

For each of the following statements below, please indicate the extent of your agreement or disagreement by circling a number from 1 to 5 using the scale below.

Affective Commitment

1	I am very happy by being a member of this organization.	1	2	3	4	5
2	I really feel as if this university's problems are my own	1	2	3	4	5
3	Right now, staying with the university is a matter of necessity as much as desire.	1	2	3	4	5
4	It would be very hard for me to leave the university right now, even if I wanted to.	1	2	3	4	5
5	I do not feel any obligation to remain with my current employer.	1	2	3	4	5
6	Even if it were to my advantage, I do not feel it would be right to leave the university right now.	1	2	3	4	5
7	Too much of my life would be disrupted if I decided I wanted to leave the university right now	1	2	3	4	5

Continuance Commitment

1	I worry about the loss of investments I have made in this organization	1	2	3	4	5
2	If I wasn't a member of this organization, I would be sad because my life would be disrupted	1	2	3	4	5
3	I am loyal to this organization because I have invested a lot in it, emotionally, socially and economically	1	2	3	4	5
4	I often feel anxious about what I have to lose with this organization	1	2	3	4	5
5	Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member	1	2	3	4	5
6	I am dedicated to this organization because I fear what I have to lose in it	1	2	3	4	5

Normative Commitment

Indebted Obligation Dimension

1	I feel that I owe this organization quite a bit because of what it has done for me	1	2	3	4	5
2	My organization deserves my loyalty because of its treatment towards me.	1	2	3	4	5
3	I feel I would be letting my co-workers down if I wasn't a member of this organization	1	2	3	4	5

Moral Imperative Dimension

1	I am loyal to this organization because my values are largely organization values	1	2	3	4	5
2	This organization has a mission that I believe in and committed to	1	2	3	4	5
3	I feel it is morally correct to dedicate myself to this organization	1	2	3	4	5

Part 4: Turnover Intention

Please circle one number per statement to indicate your view towards the statements below, please circle a number from 1 to 5 using the scale below.

Turnover Intention

1	I intend to leave the university soon	1	2	3	4	5
2	I plan to leave the university in the next little while.	1	2	3	4	5
3	I will quit the university as soon as possible.	1	2	3	4	5
4	I do not plan on leaving the university soon.	1	2	3	4	5
5	I may leave this university before too long.	1	2	3	4	5

Thank you very much for your responses.