

Leader Member Exchange and Employee Outcomes: Role of Trust

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Abstract

Employees are important assets for the organization. The performance of the organization depends upon a committed and satisfied workforce. Leader member exchange (LMX) is an interactive process and it promotes interaction within the leaders and members of an organization. Employees with high quality relationships tend to be more satisfied and committed. This study has examined the association between LMX, job satisfaction and organizational commitment. Additionally, it has also examined the moderating role of trust on LMX and employee outcomes i.e. job satisfaction, organizational commitment and turnover intentions. The data for the study was collected from 151 employees of private banks in Karachi based on questionnaires adapted from earlier studies. The results show that LMX and employee outcomes i.e. organizational commitment, job satisfaction are positively correlated, while LMX has a negative association with turnover intentions. Moreover, trust also mediates job satisfaction, organizational commitment and turnover intentions. This study was restricted to banking sector in Karachi. Future studies may extend the developed conceptual framework in other cities and domains.

Keywords: *Job satisfaction, organizational commitment, turnover intentions, leader member exchange.*

Introduction

In the present competitive era, it has become difficult for organizations to retain employees. Developing sustainable relationships with employees is necessary for enhancing organizational performance and maintaining a competitive edge (Kim & Yukl, 1998). Business entities generally use various types of intrinsic and extrinsic rewards for developing a sustainable relationship with employees. Past studies have documented that a leader member exchange (LMX) creates a conducive environment which stimulates job

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satisfaction and organizational commitment (Kim & Yukl, 1998). On the contrary, an adverse LMX environment is negatively associated with turnover intentions (Ilies, Nahrgang, & Morgeson, 2007; Kim, & Yukl, 1998).

LMX refers to a formal and informal affiliation between supervisors and subordinates. This affiliation has an effect on the individual and collective performance of employees in an organization (Scandura, Graen, & Novak, 1986). Moreover, LMX stimulates trust, interaction and support within an organization (Lee, 2005). Trust in a leader stimulates organizational citizenship behaviour and job satisfaction. In addition, trust has a strong association with LMX (Liden, Sparrowe, & Wayne, 1997; Davis, & Gardner, 2004). This study aims to explore the association between LMX, job satisfaction, organizational commitment, and turnover intentions. Moreover, the moderating roles of trust on job satisfaction, organizational commitment and employees’ turnover was investigated.

Literature review

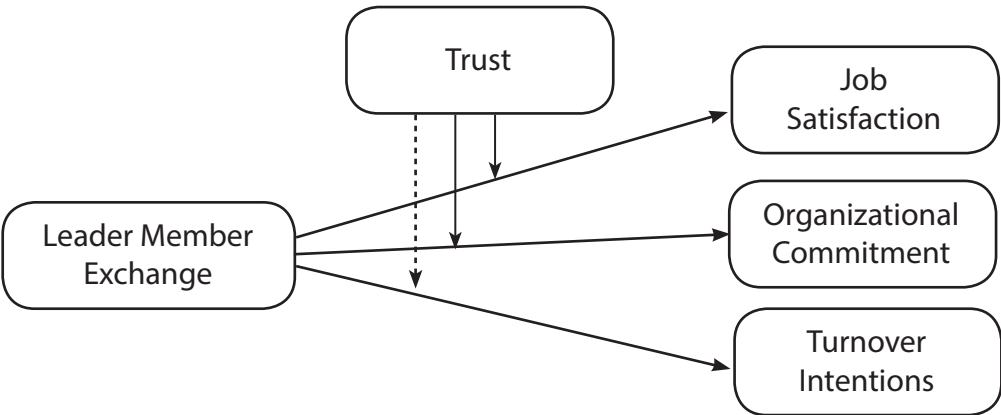
Leader Member Exchange

A Leaders’ attitude is not the same towards all subordinates. It varies from one employee to another (Kong, Xu, Zhou, & Yuan, 2019). The leader-member exchange model suggests that a leader has many dyadic relationships. It has also been documented that factors such as loyalty, mutual trust, respect and obligation promote mutual relationship between leaders and subordinates (Kong, Xu, Zhou, & Yuan, 2019; Pichler et al., 2019). The theory postulates that the relationship between a leader and his subordinate are of two types i.e. in-group and out-group (Hofmans et al., 2019). Leaders and organizations give more attention to in-group employees. Moreover, in-group employees have more access to organizational resources (Wong & Berntzen, 2019). On the other hand, out-group employees are not favored by leaders and receive comparatively less resources (Hofmans et al., 2019). In-group membership of an employee is not formal. It is based on the personality traits, age and gender of an employee (Pichler et al, 2019; Kong, Xu, Zhou, & Yuan, 2019). The in-group status is also given to employees who are highly competent and perform as per the requirement of the organization (Saeed et al., 2019). In-group followers may also function as advisors to the leader. Additionally, leaders tend to delegate important assignments and tasks to the in-group members. In return, an in-group member may get several benefits including personal support and a favorable work schedule (Bowler, Paul, & Halbesleben, 2019). LMX theory, unlike other theories, specifically concentrates on the relationship between leaders and subordinates. It is considered a practical and valid theory that helps to understand a leader-member relationship in a work environment. Many authors are skeptical about the applicability of LMX theory for two reasons. First, it fails to explain how exchange relationships are established (Bao, & Li, 2019). Second, it lacks fairness and justice as some

followers receive more privileges at the workplace as compared to other employees (Wong & Berntzen, 2019).

Conceptual Framework

This study has extended the LMX theory to develop the conceptual framework. The conceptual framework has three direct effects and three moderating effects. Figure 1 depicts the conceptual framework.



Figures 1: Conceptual Framework

LMX, Trust and Job Satisfaction

Many authors have conceptualized job satisfaction differently. However, Spector (1997) refers to job satisfaction as the extent to which people like or dislike their jobs. Job satisfaction depends upon employees feeling towards their job (Organ & Ryan, 1995; Robbins & Judge, 2003). Satisfied employees focus towards their job and participate actively towards the leader member exchange. On the contrary, employees who do not participate in LMX are generally less satisfied and have a negative attitude towards their job (Sager, Yi, & Futrell, 1998). Past studies have documented that LMX helps in enhancing job satisfaction and sustainable relationship with the employer (Spector, 1997). Consequently, employees are motivated to stay with the organization (Organ & Ryan, 1995; Riketta & Van Dickl, 2005).

Organizations invest their resources to enhance LMX environment. Consequently, it leads to interaction between employees which increases their commitment (Loi, Mao & Ngo, 2009; Sparrowe & Liden, 2005). A leader member exchange relationship has two levels i.e.

high and low. Mutual trust between a leader and his subordinates leads to high association between LMX and job satisfaction. Furthermore, employees with a low LMX relationship do not interact with their colleagues and supervisors. They just focus on the job requirements and have limited social interactions with other members. Thus, employees with a low LMX relationship are generally not satisfied with their job (Loi, Chan & Lam, 2014). Moreover, in LMX both leaders and subordinates appraise each other. This mutual appraisal process leads to a higher job satisfaction (Sin, Nahrgang, & Morgeson, 2009).

Liden, Sparrowe, & Wayne (1997) suggest that the trust towards a leader has a strong association with organizational citizenship behaviour and employee satisfaction (Loi, Chan & Lam, 2014). Past studies have documented that the trust has a varying effect on LMX and job satisfaction (Dulebohn et al., 2012). Other studies have found that trust significantly moderates LMX and job satisfaction (Masterson, Lewis, Goldman & Taylor, 2000; Dulebohn et al., 2012). Thus, it can be inferred that incorporating trust as a moderator affects the direction and degree of the relationship.

H1: LMX has a positive effect on job satisfaction.

H2: Trust moderates the effect of LMX on job satisfaction.

Leader Member Exchange, Trust and Organizational Commitment

Commitment refers to an employee's psychological behavior towards the organization (Tangirala, Green, & Ramanujam, 2007). According to Porter et al., (1974) organizational commitment depends upon the strength of an individual's identification and involvement in a particular organization. Many studies have segmented organizational commitment into three sub-factors i.e. emotional, continuous and normative (Masterson, Lewis, Goldman, & Taylor, 2000). Emotional commitment refers "to emotional attachment of employees with an organization. This attachment leads to a sustainable relationship between an employee and a employer. Continuous commitment is achieved when an employee remains attached with the organization. Normative commitment is achieved when an employee is attached and feels that he has a moral obligation to stay and serve the organization (Tangirala, Green, & Ramanujam, 2007).

Gerstner & Day (1997) argue that there are several outcomes of LMX including increased organizational commitment and negative turnover intentions (Gerstner & Day, 1997). Moreover, past studies have documented that LMX and organizational commitment are positively correlated. Consequently, it improves individual and organizational performance (Mathieu & Zajac, 1990). LMX creates a culture in which all employees interact without hesitation due to which employees' satisfaction and commitment level increase. Many past studies have concluded that conducive LMX promotes organizational

commitment (Almeier, 1995; Al-Aameri, 2000; Riaz & Ramay, 2010).

Trust between employees has a direct effect on their commitment. Moreover, trust has a contingent effect on the relationship of LMX and organizational commitment (Dionne, Yammarino, Atwater, & James, 2002). It has also been argued that supervisor organizational embodiment moderates the relationship between LMX and organizational commitment. Trust is an important aspect of supervisor organization embodiment therefore, Masterson, Lewis, Goldman, & Taylor (2000) and Dionne, Yammarino, Atwater, & James (2002) suggest that trust may also moderate the relationship between LMX and organizational commitment.

H3: LMX has a positive effect on organizational commitment.

H4: Trust moderates the effect of LMX on organizational commitment.

Leader Member Exchange, Trust and Turnover Intentions

Turnover intentions measure an employees' intention to stay within the organization. Turnover intentions generally lead to actual turnover behaviour (Griffeth, Hom, & Gaertner, 2000). Moreover, a conducive relationship between a leader and follower negatively effects turnover intentions. Past studies have found that a conducive LMX relationship provides emotional support to employees. LMX also enhances the interpersonal relationships between the leader and the follower and significantly reduces turnover intentions (Masterson, Lewis, Goldman & Taylor, 2000).

Employees in a LMX are of two types i.e. in-group and out-group. Employees who actively interact, share their work and other information are classified as in-group employees (Griffeth et al., 2000). On the other hand, employees who do not actively participate and interact with the other employees and supervisors are classified as out-group employees. In-group employees have better growth prospects and intend to stay in the organization for a longer period as compared to out-group employees. On the other hand, out-group employees do not get the required support from LMX relationship, which increases their intentions to leave the organization (Griffeth, Hom, & Gaertner, 2000). An effective LMX environment also encourages out-group employees to become in-group employees (Trevor, 2001). Past studies have documented that members in a conducive LMX environment have a positive attitude towards their job and low turnover intentions (Griffeth, Hom, & Gaertner, 2000; Trevor, 2001). Trust may enhance the LMX relationship and diminish the turnover intentions.

H5: LMX has a negative effect on turnover intentions.

H6: Trust moderates the effect of LMX on turnover intentions.

Methodology

Procedure

Managerial and supervisory level employees of private banks were selected for the survey. Subsequently, the questionnaire was distributed to them for collecting the data. The author of the study while collecting the data informed the respondents about the purpose, and the scope of the study. In addition, they were also told that their identities would remain confidential. The questionnaire had two sections. Section one was about the demographics based on the nominal scale. The second section of the questionnaire was based on the constructs used in the conceptual framework. The constructs were measured on the five point Likert scale where 1 indicates strongly disagree and 5 indicates strongly agree.

Sample

The study uses data collected from private bank employees in Karachi. Bank employees were selected as the target population based on their education level. The sample size was 151 and non-response rate was 14%.

Scales and Measures

The respondents’ opinions were measured through a five point likert scale that ranges from 1 to 5. 1 indicates strongly disagree and 5 indicates strongly agree. Table 1 presents a summary of the adapted scales and measures.

Table 1: Adapted Scales and Measures

Constructs	Source	Reliability
Leader Member Exchange	Scandura, Graen, & Novak (1986)	.75 to .81
Job Satisfaction	Brayfield & Rothe (1951)	.51 to .72
Organizational Commitment	Bozeman & Perrewew (2001)	.51 to .73
Turnover Intentions	Luna-Arocas, & Camp (2012)	.56 to .66
Trust	Robinson (1996)	.53 to .69

Results

Descriptive Statistics

Table 2 shows the descriptive statistics.

Table 2: Descriptive Analysis

Constructs	Mean	Std. Dev	Skewness	Kurtosis
Leader Member Exchange	3.766	.739	-1.397	1.030
Job Satisfaction	3.814	.875	-1.531	1.990
Organizational Commitment	3.984	1.015	-1.895	2.024
Turnover Intentions	1.883	1.065	1.772	2.025
Trust	3.652	.673	1.432	0.392

The results in table 2 suggest that Kurtosis values ranged from 2.025 to 0.392. The value of kurtosis was highest for turnover intentions and lowest for trust. On the other hand, Skewness values range between (-1.895 and -1.397). Skewness was the highest for organizational commitment and the lowest for the leader member exchange. Thus, it may be inferred that the variables are normally distributed as they range between ± 3.5 (Bryman & Bell, 2015).

Reliability Analysis

Table 3 shows the Cronbach’s alpha values of the constructs used in the study.

Table 3: Reliability Analysis

Constructs	Alpha	Mean	Std. Dev
Leader Member Exchange	.84	3.7660	.73966
Job Satisfaction	.83	3.8146	.87578
Organizational Commitment	.85	3.9845	1.01568
Turnover Intentions	.86	1.8830	1.06542
Trust	.84	3.6528	.67320

The Cronbach’s alpha values for the variables ranged between 0.83 and 0.86 which suggests that they have acceptable internal consistency (Bryman & Bell, 2015).

Bivariate Correlations

Table 4 shows the output of bivariate correlations analysis.

Table 4: Bivariate Correlations

	1	2	3	4	5
Leader Member Exchange	1				
Job Satisfaction	.788**	1			
Organizational Commitment	.755**	.770**	1		
Turnover Intentions	-.536**	-.640**	-.623**	1	
Trust	.184*	.110	.173*	-.104	1

The bivariate correlations ranged between -0.104 and 0.788. The lowest correlation was between the pair trust and turnover intention, while the highest correlation was between the pair job satisfaction and LMX. The results suggest that the constructs are unique and distinct and have no issues of multicollinearity (Hair Jr., 2012).

Exploratory Factor Analysis

EFA through Varimax Rotation was performed on SPSS to confirm the relationship between the indicator and latent variables. The results are provided in table 5.

Table 5: EFA Results

	KMO1	BST2	VE3	Items
Leader Member Exchange	.740	433.16	.58	6
Job Satisfaction	.724	404.40	.63	5
Organizational Commitment	.730	203.16	.77	3
Turnover Intentions	.713	233.9	.79	3
Trust	.721	390.3	.66	7

1. Kaiser-Mayer-Olkin Test, 2. Bartlett's Sphericity Test (P<0.05), 3. Variance Explained

The results show that the indicator variables theoretically represent the adapted constructs.

Convergent Validity

Table 6 provides the results of convergent validity.

Table 6: Convergent Validity

	Mean	Std. Dev	Var. Ex.	Reliability
Leader Member Exchange	3.76	.73	.58	.84
Job Satisfaction	3.81	.87	.63	.83
Organizational Commitment	3.98	1.01	.77	.85
Turnover Intentions	1.88	1.06	.79	.86
Trust	3.65	.67	.66	.84

The results suggest that the Cronbach's alphas values of the variable are greater than 0.70, and the average variance explained is greater than 0.50. Therefore, the construct satisfy the convergent validity requirements (Bryman & Bell, 2015).

Discriminant Validity

Table 7 provides the results of discriminant validity.

Table 7: Discriminant Validity

	1	2	3	4	5
Leader Member Exchange	.76				
Job Satisfaction	.62	.79			
Organizational Commitment	.57	.59	.87		
Turnover Intentions	.28	.40	.38	.88	
Trust	.54	.61	.63	.51	.83

The results suggest that the variables are unique and distinct as their diagonal values are greater than square of each pair of correlation (Bryman & Bell, 2015; Bryman, 2015).

LMX and Job Satisfaction

The first hypothesis states that LMX positively effects job satisfaction. Table 8 provides the results of the linear regression.

Table 8: Regression Results

Model	Unstandardized		Standardized	t	Sig.
	Coefficient		Coefficient		
	B	Std. Error	Beta		
(Constant)	.299	.229		1.305	.194
Leader Member Exchange (LMX)	.934	.060	.788	15.648	.000

Dependent Variable: Job Satisfaction, $R^2 = 0.622$, $F = 244.87$, $P < 0.05$

The regression results shows that leader member exchange has a positive and significant effect on job satisfaction ($R^2 = 0.622$, $F = 244.87$, $p < 0.05$)

Trust, LMX and Job Satisfaction

The second hypothesis states that trust moderates the effect of LMX on job satisfaction. The hypothesis was tested through multiple regression. The results are presented Table 9.

Table 9: Regression Results

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.738	.123	22.309	.000	
Leader Member Exchange (LMX)	-.854	.056	-.721	-15.126	.000
Trust	.003	.022	.002	.128	.898
LMX* Trust	.288	.008	1.617	34.124	.000

Dependent Variable: Job Satisfaction, $R^2 = 0.958$, $F = 1110.493$, $P < 0.001$.

The results suggest that the interaction term (LMX* Trust) is statistically significant ($\beta = 1.617$, $t = 34.124$). This implies that trust has moderates the effect of LMX on job satisfaction.

LMX and Organizational Commitment

The third hypothesis states that LMX positively effects organizational commitment. The results are presented in Table 10.

Table 10: Regression Results

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.081	.283		.286	.776
Leader Member Exchange (LMX)	1.037	.074	.755	14.049	.000

Dependent Variable: Organizational commitment, $R^2 = 0.570$, $F = 197.34$, $P < 0.05$.

The regression results suggest that the leader member exchange has a positive and significant effect on job satisfaction ($R^2 = 0.570$, $F = 197.34$, $p < 0.05$).

Trust, LMX and Organizational Commitment

The fourth hypothesis states that trust moderates the effect of LMX on organizational commitment. The hypothesis was tested through multiple regression. The results are presented Table 11.

Table 11: Regression results

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.517	.140		18.015	.000
Leader Member Exchange (LMX)	-.810	.056	-.590	-14.479	.000
Trust	.022	.026	.015	.850	.397
LMX* Trust	.285	.008	1.479	36.330	.000

Dependent Variable: Organizational Commitment $R^2 = 0.957$, $F\text{-stat} = 1090.820$, $P < 0.05$.

The results suggest that the interaction term (LMX* Trust) is statistically significant ($\beta = 1.479$, $t = 36.330$). This implies that trust has moderates the effect of LMX on organizational commitment.

LMX and Turnover Intentions

The fifth hypothesis states that LMX negatively effects turnover intentions. The results are presented in Table 12.

Table 12: Regression Results

Model	Unstandardized		Standardized		Sig
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	
(Construct)	4.788	.382		12.520	.000
Leader Member Exchange (LMX)	-.771	.100	-.536	-7.740	.000

Dependent Variable: Turnover intentions, $R^2 = 0.287$, $F = 59.90$, $P < 0.05$.

The regression results shows that LMX negatively effects turnover intentions ($R^2 = 0.287$, $F = 59.90$, $p < 0.05$).

Trust, LMX and Turnover Intentions

The sixth hypothesis states that trust moderates the effect of LMX on turnover intentions. The hypothesis was tested through multiple regression. The results are presented in Table 13.

Table 13: Regression Results

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	2.969	.169		17.609	.000	
Leader Member Exchange (LMX)	-.767	.032	-.532	-23.937	.000	
Trust	-.037	.035	-.023	-1.053	.294	
LMX* Trust	.290	.008	.802	36.688	.000	

Dependent Variable: Turnover Intentions, $R^2 = 0.964$, $F = 648.809$, $P < 0.05$

The results suggest that the interaction term (LMX* Trust) is statistically significant ($\beta = 0.802$, $t = 36.688$). This implies that trust has moderates the effect of LMX on turnover intentions.

Discussion and Conclusion

Discussion

The discussion on the results of the study and relevant existing literature is discussed subsequently.

Trust, LMX and Job Satisfaction

The results reported in Table 8 suggest that LMX and job satisfaction are significantly associated. Additionally, the results presented in Table 9 indicate that trust moderates the effect of LMX on job satisfaction. Leader member exchange (LMX) refers to the relationship between leaders and members in an organization (Loi, Mao & Ngo, 2009; Sparrowe & Liden, 2005). Mutual trust and liking between leaders and subordinates leads towards high association towards LMX and job satisfaction. On the other hand, individuals with low LMX relation are not highly interactive with their colleagues and supervisors. They just focus on the job requirements, do not interact socially and maintain working and professional relationship with the members. Thus employees with low LMX relations are generally not satisfied with the jobs (Loi, Chan & Lam, 2014). Moreover, in LMX both leaders and subordinates appraise each other. This mutual appraisal process leads towards higher job satisfaction (Sin, Nahrgang, & Morgeson, 2009). Past studies have documented that the trust has a varying effect on LMX and job satisfaction (Dulebohn et al., 2012). Other studies have found that trust significantly moderates LMX and job satisfaction (Masterson, Lewis, Goldman & Taylor, 2000; Dulebohn et al., 2012). Thus, it can be inferred that incorporating trust as a moderator affects the direction and degree of the relationship.

Trust, LMX and Organizational Commitment

The results reported in Table 10 suggest that LMX and organizational commitment are positively associated. In addition, the results presented in Table 11 indicate that trust moderates the effect of LMX and organizational commitment. Gerstner & Day (1997) argue that the there are several outcomes of LMX including organizational commitment and turnover intentions (Gerstner & Day, 1997). Moreover, past studies have documented that LMX and organizational commitment are positively correlated. Consequently, it improves individual and organizational performance (Mathieu & Zajac, 1990). LMX creates a culture in which all the members interact without inhibition due to which employees' satisfaction and commitment level increase. Many past studies have concluded that there is a positive association between LMX and organizational commitment (Almeer, 1995; Al-Aameri, 2000; Riaz & Ramay, 2010). Trust between the employees has a direct effect on employees' commitment. Moreover, trust has a contingent effect on the relationship

of LMX and organizational commitment (Robbins & Judge, 2003). It has also been argued that supervisor organizational embodiment moderates the relationship between LMX and organizational commitment. Trust is an important aspect of supervisor organization embodiment. Therefore, it is argued that trust will also moderate the relationship between LMX and organizational commitment (Almeer, 1995; Al-Aameri, 2000).

Trust, LMX and Turnover Intentions

The results reported in Table 12 suggest that LMX and turnover intentions are positively associated. In addition, the results presented in Table 13 indicate that trust moderates the effect of LMX on turnover intentions. Employees in a LMX are of two types i.e. in-group and out-group. Employees who actively interact, share their work and other information are classified as in-group employees (Griffeth et al., 2000). On the other hand, employees who do not actively participate and interact with other employees and the supervisor are classified as out-group employees. In-group employees have better growth prospects and intend to stay in the organization for a longer period as compared to out-group employees. On the other hand, out-group employees do not get the required support from LMX relationship, which increases their intentions to leave the organization (Griffeth, Hom, & Gaertner, 2000). An effective LMX environment also encourages out-group employees to become in-group employees (Trevor, 2001). Past studies have documented that individuals in high quality LMX relation have a positive attitude towards job and low turnover intentions (Sin, Nahrgang, & Morgeson, 2009; Almeer, 1995; Al-Aameri, 2000). Trust is an important aspect in the LMX relationship. Therefore, trust moderates the relationship between LMX and turnover intentions.

Conclusion

This study has examined the relationship of LMX and organizational commitment, job satisfaction & turnover intentions. The results suggest that LMX has positive and significant association with job satisfaction and organizational commitment. However, the study found that LMX is negatively associated with turnover intentions. In this study, trust was used as a moderator and the results show that it has moderating effect on job satisfaction, commitment and turnover intentions.

Based on the results the study suggests that organizations should spend adequate resources for the development and maintenance of LMX environment. As a conducive LMX environment stimulates job satisfaction and job commitment. An important factor in LMX environment is the mutual trust between leaders and members. Organizations should make deliberate efforts for developing an environment in which members trust and respect

each other. A drawback of LMX is that it tends to ignore out-group members. Therefore, the organizations should also make efforts to attract out-group members towards in-group membership.

Limitations and Future Research

This study was restricted to the private banks of Karachi. Future studies may include public sector banks in their scope of work. Additionally, the developed conceptual framework may also be extended in other cities of Pakistan and other domains. A comparative study of public and private sectors may also bring further insight to the effect of LMX on employees' outcomes. The effect of LMX in this study was restricted to three outcomes which are job satisfaction, organizational commitment and employee turnover intentions. Future studies may examine the effect of LMX on other employees' outcomes. This study has used trust as a moderator. The literature suggest that other variables also moderate the relationship between LMX and employees' outcomes which other researchers may use in their studies.

Annexure 1

Constructs and Items in the Questionnaire

Leader Member Exchange (LMX)

- I usually know where I stand with my supervisor.
- My supervisor understands my problems and needs.
- My supervisor recognizes my potential.
- Regardless of how much formal authority he/she has built into his/her position, my supervisor would be personally motivated to help me to solve problems in my work.
- Regardless of the amount of formal authority my leader bail me out, even at his or her own expense, when I really need it.
- My supervisor has enough confidence in me and he/she would defend and justify my decisions if I were not present to do so.
- I usually know where I stand with my supervisor.

Job Satisfaction

- I like my job better than the average worker does.
- Most days I am enthusiastic about my job.
- I definitely dislike my job (R).
- I find real enjoyment in my job.
- I am fairly well satisfied with my job.
- I like my job better than the average worker does.
- Most days I am enthusiastic about my job.

Organizational commitment

- I am willing to put in a great deal of effort beyond that normally expected in order to help this organization to be successful
- I talk up this organization to my friends a great organization to work for
- I would accept almost any type of job assignment in order to keep working for this organization
- I am willing to put in a great deal of effort beyond that normally expected in order to help this organization to be successful
- I talk up this organization to my friends a great organization to work for

Turnover Intentions

- I often think about quitting
- It is very likely that I will actively look for a new job in the next year
- I will leave this organization in the next year
- I often think about quitting

Trust

- I am not sure I fully trust my employer (reverse score).
- My employer is open and upfront with me.
- I believe my employer has high integrity.
- In general, I believe my employer’s motives and intentions are good.
- My employer is not always honest and truthful (reverse score).
- I don’t think my employer treats me fairly (reverse score).
- I can expect my employer to treat me in a consistent and predictable fashion.
- I am not sure I fully trust my employer (reverse score).

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