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**Measurement of work commitment in a part-time military  
organization**

Olsen, Eric Charles, M.S.

The University of Arizona, 1987

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MEASUREMENT OF WORK COMMITMENT IN A PART-TIME MILITARY  
ORGANIZATION

by

Eric Charles Olsen

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A Thesis Submitted to the Faculty of the  
DEPARTMENT OF MANAGEMENT AND POLICY  
In Partial Fulfillment of the Requirements  
For the Degree of

MASTERS OF SCIENCE  
In the Graduate College  
THE UNIVERSITY OF ARIZONA


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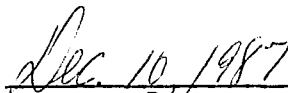
  
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FOR SUSAN

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## ABSTRACT

The purpose of this thesis was to determine if culture was a significant determinate of commitment to one's work organization. The second objective was to develop a work commitment index that was not only comprehensive but minimized redundancy. This work commitment index contained items measuring values and traits associated with the Protestant Work Ethic, Job Involvement, and Organizational Commitment.

A T-Test analysis indicated no significant differences in the levels of protestant work ethic or job involvement possessed by hispanic and white soldiers. Only in organizational commitment were levels significantly different, but multiple regression analysis did not support this difference after controlling for other variables.

Some progress was made in the development of a comprehensive work commitment index that minimized redundancy. The theories used in this index are capturing three different facets of work commitment. There still exists some redundancy and overlap within and between measures, but at less excessive levels.

## CHAPTER 1

### PURPOSE

There have been numerous studies over the last 30 years offering explanations as to why people become committed to work organizations. Each theory tried, in some way, to explain this complex and sometimes ambiguous topic. There are probably as many different reasons why one stays with an organization as there are people in those organizations. With so many different studies trying to explain this phenomena, much of it turns out to be redundant. Many so called new theories in work commitment are only remeasuring previously established factors of commitment.

The work force is a mixture of many diverse cultures, races, and ethnic groups. Likes, dislikes, concepts of morality, and work habits are a few examples of values that are shaped through socialization. Culture can also be a major determinate of how one views these values. One purpose of my thesis is to determine if the reasons for commitment are influenced by one's culture.

A second purpose is to develop a usable and comprehensive work commitment index which minimizes redundancy. Morrow has suggested that a comprehensive work commitment

index should be developed, encompassing the following variables: "feelings about the value of work in general, feelings about the employing organization, and feelings about what one is doing (the job)" (Morrow & McElroy, 1986).

This study develops a work commitment index that is based on several preexisting commitment theories. Values relating to organization commitment (Porter, Steers, Mowday, & Boulian, 1973), job involvement (Lodahl & Kejner, 1965), and the protestant work ethic (Mirels & Garrett, 1971) are included.

This thesis is divided into five chapters. Chapter 2 reviews literature relevant to the area of work commitment under study. Chapter 3 contains the development of the questionnaire, discussion of the population being sampled, and the respondent's characteristics. The analysis and research findings are contained in Chapter 4. The final chapter will discuss degree of attainment of the thesis objectives, offer conclusions, and present limitations of the study.

## CHAPTER 2

### REVIEW OF LITERATURE

#### Introduction

There has been a tremendous amount of activity in the area of work commitment during the last 30 years. Over 25 different concepts or measures of work commitment and worker attachment have been published. It has been suggested that many of these concepts overlap or explain the same commitment value without really discovering anything new or original. For example, Morrow analyzed six work commitment theories; protestant work ethic, career salience, job involvement, central life interest, organizational commitment, and union commitment in her studies of work commitment redundancy. She found that while the intent of each of these theories was to capture a unique factor of work commitment, most were found to be at least partially redundant.

In Morrow's analysis of work commitment, organizational commitment and the protestant work ethic appeared to be relatively independent of other concepts such as job involvement, career salience, and central life interest. This was illustrated through a factor analysis which showed the independence of organizational commitment and the

protestant work ethic from other work commitment theories. Redundancy between measures was found to be greater within career and job areas of work commitment (Morrow & McElroy, 1986). Other work supports Morrow and McElroy findings. Saal (1978) found significant correlation between job involvement and protestant work ethic ( $r=.31$ ). Lodahl and Kejner (1965) argued that some of the underlying principals of the protestant ethic may be the foundation of how one views work in general. Therefore, a moderate amount of correlation should be expected between the protestant work ethic and other commitment theories.

Another method to determine if there is internal consistency among work commitment measures is the reliability estimate. Reliability estimates are not only a measure of trustworthiness, but also serve as an indicator of the theory's homogeneity. Past research of the protestant work ethic, job involvement and organizational commitment has generated consistent measures of reliability. Reliability estimates of these three theories were found to be in the 0.70 to 0.90 range. However, reliability estimates of central life interest (.43) and career salience (.54) were found to be poor. Unfortunately, the theory of union commitment has not been tested enough to determine its reliability (Morrow & McElroy, 1986).

Morrow has suggested that a work commitment index be developed and used when measuring individual commitment to



the work organization. As previously stated, this index should capture a person's feelings toward the employing organization, work, and the job itself. Other studies support Morrow's suggested areas of research. They assert that three separate factors can influence the degree of the employee's attitudinal commitment: (1) personal characteristics, (2) job characteristics, and (3) work experience (Mowday, Porter, & Steers, 1982). The next step is to select a preexisting work commitment theory that matches the dimensions of work commitment mentioned above.

A procedure known as facet design was used by Morrow (1983) to classify the various work commitment theories according to the values they are measuring. It was determined that organization commitment theory was measuring the worker's attitudes toward the employing firm (Organization Focus). The protestant work ethic was found to be capturing the "intrinsic" value of work (Value Focus), while both job involvement and central life interest represented values associated with the importance of the job (Job Focus). Finally, career salience and union commitment were classified under career and union focus respectively (Morrow, 1983).

In considering which theories to use in the development of a work commitment index, union commitment and career salience were not included. The foci of these two theories were not forms of commitment recommended by Morrow. Job

involvement has proven to be a more reliable indicator than central life interest and should be used as the third foci (feelings about what one is doing). In this research, protestant ethic, organizational commitment, and job involvement measures were used as the three components of work commitment suggested by Morrow. Even with some association between the measures of job involvement and the protestant work ethic, these three measures should be comprehensive enough to capture all facets of work commitment. Each form of work commitment will first be discussed in terms of the general concepts that it is measuring and, secondly the origins of these feelings.

#### Organizational Commitment

Organizational commitment can be defined in terms of of a person's attitude or behavior. Behavioral commitment is how an employee becomes bonded to the organization by his actions. For example, fraternities haze their new pledges and the military uses boot camp to indoctrinate its new members. These acts become a sunk cost to the individual and makes it more difficult for him to quit an organization. Behavioral commitment factors may attach the individual to the organization, but it does not make him an active or loyal member.

Attitudinal commitment reflects feelings toward an employer or the strength of employees' identification and

involvement with the organization. Attitudinal commitment is an active process involving an exchange between worker and organization. These attitudes reflect a worker's true response to the organization. For this reason, attitudinal commitment factors were the focus of my research.

Organizational commitment differs from attachment to the work place in that organizational commitment is more of an emotional process. A strong identification and involvement with the organization by the worker is the general definition of organizational commitment. Organizational commitment can be further defined as encompassing at least three factors: "(1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a definite desire to maintain organizational membership " (Porter, Steers, Mowday, & Boulian, 1973).

Mowday, Steers, and Porter (1979) developed a fifteen item questionnaire to measure these three factors of organizational commitment. Past factor analyses of this questionnaire have consistently shown a heavy loading onto one single factor. It seems that these items are describing a common or single concept of organizational commitment instead of three different factors.

A worker's attitude toward the employing organization is continually being influenced. Morrow (1983) concluded that organizational commitment is a function of one's

personal characteristics and situational factors. Organizational climate, work setting, and job ambiguity are a few of the situational factors that can increase or decrease one's organizational commitment. Studies have indicated that highly committed employees are less likely to be absent from or quit their jobs. Past research has indicated that situational factors have played a larger role in explaining some of the variation in organizational commitment rather than personal characteristics (Steers, 1977). The role of culture in determining one's level of organizational commitment has not been studied, but poses some potential for explaining commitment in terms of variation of personal characteristics.

The goals of the organization, managers, work environments, and other situational factors can change during the life of an organization. Because these factors are susceptible to change, a worker's level of organizational commitment can vary depending on the current situation. A worker's level of organizational commitment is not fixed and may be changed by altering key situational factors. When compared to other forms of work commitment, organizational commitment is both unstable and transient in the long term.

#### Job Involvement

Job involvement can be defined as the importance of work in one's life and the degree that one identifies with

one's work. Work performance and output are linked to a worker's self esteem (Lodahl & Kejner, 1965). The non-job involved person supports his life style off the job, while the job involved person's job is an important part of his lifestyle. Workers who possess high job involvement traits are not seen as friendly helpers, but rather as competent and proficient workers. Kejner and Lodahl (1965) suggest job involvement operationalizes the protestant work ethic.

Lodahl and Kejner concluded that job involvement is many faceted. There could be as many as eleven different factors, but only four were determined significant. These factors measured the following qualities: (1) The feelings associated with an indifferent approach to work and not caring, (2) The expression of high involvement with the job, normally in excess of societal norms, (3) A high sense of duty toward work, and (4) A negative involvement or guilt associated with poor or unfinished work. The scale used to measure job involvement has shown the same general factors being present within different populations (Lodahl & Kejner, 1965). It does not seem that a particular type of profession attracts the highly job involved worker. While it would benefit an organization to be able to recruit workers with high job involvement, this would be very difficult to accomplish as a worker's level of job involvement is not fixed, and may fluctuate depending on the situation.

It appears that job involvement is influenced first by personality, and second by the work situation (Morrow, 1983). Age, one's locus of control, and the decision making process in one's job can influence an individual's job involvement. However, when compared with other measures of work commitment, job involvement is relatively stable. Values formed early in life through socialization and culture establish the foundations of a person's job involvement. The degree of job involvement usually remains the same over time, but it can be influenced. Job assignments and work redesign are a few examples of methods that can influence one's level of job involvement.

#### Protestant Work Ethic

The protestant work ethic is defined as the extent of a person's self worth attributable to one's self sacrifice. Since Max Weber first suggested a causal relationship between the accumulation of wealth/capitalism and the protestant work ethic, the common man's idea of work has been influenced (Mirrels and Garrett, 1971). The idea that hard honest work will ultimately result in personal gain has been deeply ingrained in workers' concept of work. Mirels and Garrett (1971) developed a questionnaire focusing on the work ethic. They discovered that it was composed of at least four factors. The four factors identified by Mirels and Garrett described two components of protestant work

ethic: a pro-protestant work ethic and a non-protestant work ethic. Reverse wording of items on the questionnaire accounted for the two dimensions. The results of analysis on each of these dimensions have been sufficiently different to merit continued separation.

This suggests a person may view the protestant work ethic differently based on his perception of the situation. Although the principals of the protestant work ethic may influence how one views work in general, it does not infringe on other types of commitment (Morrow, 1983). Protestant work ethic, as a value, is developed early in life along with the other personality traits. It is relatively permanent and is resistant to change (Morrow, 1983). Situational factors are not seen as effective methods to change a worker's protestant work ethic. Culture, evolution, and socialization are theorized as being the only factors affecting personality.

Organizations may not be able to change workers' level of protestant work ethic, but they may be able to attract workers possessing high levels. Mirels and Garrett (1971) found a significant correlation between occupational interest and the protestant work ethic. Jobs which required strict adherence to rules and norms, and those where the worker knew what type of behavior was expected scored higher on the protestant work ethic scale. It seemed that jobs of this nature attracted people predisposed to these feelings,

or jobs of this nature reenforced one's perception of the protestant work ethic.

In the following sections three different issues and their impact on the direction of this research are discussed. The topic of job satisfaction has been included as a separate variable in various research projects on worker attachment. The reasons for it being omitted from this work commitment index are stated. This is followed by a brief analysis of the differences between the hispanic and white cultures. Presented next is a synopsis of a similar study on work commitment by Hom and Hulin.

#### Job Satisfaction

The issue of job satisfaction and its impact on work commitment is considered here because commitment differs from the more intensely studied topic of job satisfaction. Job satisfaction is not a measure of work commitment. Job satisfaction tends to be relatively short term, while commitment tends to be more long term. An individual worker might be dissatisfied with his job but still be committed to the work organization for a variety of reasons (i.e protestant work ethic, job involvement, or organizational commitment). Likewise, he could be satisfied with the job and be dissatisfied with the work organization. Therefore, this same individual could leave one organization and join another doing the same job.



Past research suggests that job involvement has roughly the same factorial content as job satisfaction (Lodahl and Kejner, 1965) and is associated with organizational commitment (Wiener and Vardi, 1980). Research by Lodahl and Kejner found four variables of job satisfaction which are highly associated with job involvement. These variables are: promotion, satisfaction with work, supervision, and co-workers (Lodahl and Kejner, 1965). In summary, by including job involvement and organizational commitment in a work commitment index, some of the determinates of job satisfaction are also included.

### Culture

The goals and programs of the military establishment have resulted in significant strides in equal opportunity employment and in its treatment of its workers. Normally, cultural differences are not accounted for when the government develops policy. Within the unit being tested, 2nd Battalion 180th Field Artillery, two major ethnic groups exist: hispanic and white. How do these groups react to personnel policies, leadership styles, and the work environment? Are organizational policies resulting in the same outcome for each ethnic group?

Some strong societal beliefs about the traits of hispanics include their strong family ties, bilingualism, belief in the Roman Catholic Church, importance of

education, the perceived role of the woman, and a strong desire by the male to prove one's manhood (Harris & Moran, 1987). Do these traits play an important role in how or why a person becomes committed to the work organization? A worker's attitude toward work, division of work, work habits, rewards, and punishment will vary depending on one's culture (Harris & Moran, 1987). Are these differences significant enough that they may result in a difference in levels of work commitment between hispanic and white soldiers? Do they play a role in commitment process? The answer to these questions may influence how management should treat groups when they consist of more than one culture.

#### Commitment as a Predictor of Attachment

A similar study of commitment within a National Guard unit has analyzed the effectiveness of different commitment theories as a predictor of tenure. Hom and Hulin performed a longitudinal study on the effectiveness of various commitment theories and models as predictors of reenlistment. Organizational commitment, job satisfaction, and the Triandas and Fishbein models, were included in this study (Hom & Hulin, 1984). Both the Triandas and Fishbein models strongly predicted the act of reenlistment. Organizational commitment and components of job satisfaction moderately predicted this behavior. Hom and Hulin also observed a

strong relationship between the intention to reenlist with the act of reenlisting.

Significant changes have occurred since Hom and Hulin's analysis of the National Guard. The organizational climate, defense strategy, and public attitude have changed. More and more of the soldiers who join the National Guard today are too young to have experienced Vietnam and the draft. Even the demographic variables of our samples are different. Hom and Hulin's sample was predominately white while the sample used here has two major ethnic groups.

Consideration of Hom and Hulin's work is warranted. While the aim of our studies are different, good reasons exist to test one of Hom and Hulin's objectives. Does the protestant work ethic, organizational commitment, and job involvement significantly affect a soldier's intention to reenlist? Measuring the act of reenlistment is beyond the scope of this analysis. However, when considering that the intention highly relates to the act of reenlistment, important information on the commitment process can still be attained.

#### THESIS OBJECTIVES

When considering the population being sampled and the indications of work commitment literature, my redefined is objectives are listed below.

Objective 1. Is culture a significant factor in work commitment?

Objective 2. Is there a significant relationship between the protestant work ethic, job involvement, and organizational commitment, with the respondent's intention to remain in the unit?

Objective 3. To develop a comprehensive work commitment index that minimizes redundancy. This index will include factors relating to the job, the organization and attitudes toward work.

## CHAPTER 3

### METHOD

#### PROCEDURE

A work commitment index was developed consisting of 53 items measuring three different forms of commitment (See Appendix A). The following instruments: Organizational Commitment questionnaire (Mowday, Steers, & Porter, 1979), The Protestant Ethic (Mirels & Garrett, 1971) and Job Involvement (Lodahl & Kejner, 1965) were included in this survey. One question from Mirel and Garrett's protestant work ethic questionnaire was not included as it was inappropriate. The question, "The most difficult college course usually turns out to be the most rewarding," was not included in the work commitment index because the majority of those being surveyed have not attended college. Each measure used a 1 to 7 or 1 to 4 Likert type scale.

The questionnaire was randomly passed out to members of 2-180th Field Artillery, Arizona Army National Guard and collected. A total of 210 enlisted soldiers were tested. Members of the National Guard are part-time soldiers who attend a two day drill once a month and a 15 day summer camp

once a year. Typical work performed by members of this unit involves physical labor, field conditions, long hours, night time operations, use of heavy machinery, and varying levels of management skills. The National Guard is a part-time job, and most respondents in this sample have full-time civilian occupations.

One of the benefits of using this sample is that membership is voluntary. When comparing part-time employment, most individuals could find other jobs requiring less effort than the National Guard for about the same compensation. This group is also unique in that two major ethnic groups are present and the role of culture in the commitment process can be studied. Another characteristic of this organization is that numerous soldiers have relatives who are also members of the National Guard. A question was added to the questionnaire in attempt to determine if this unique variable was significant. The sample reflects a good cross section of the community. A wide range of ages, incomes, occupations, and education levels are present as variables.

As stated earlier, Hom and Hulin performed a longitudinal study on the predictive nature of various commitment models and determined that the intention to reenlist highly related to the soldier reenlisting. The limitations of my study restricts analysis only to that relationship between work commitment and the intention to reenlist. The question

measuring intention to reenlist was: What is the probability you will reenlist/extend with this unit?

A limitation of using this sample is that only males are members. Due to the unit's combat mission, membership is denied to all females. Therefore, sexual differences in the commitment process and how it relates to other population variables could not be analyzed. Another limitation was that officers and top management were excluded from this survey. The questionnaire was given only to enlisted soldiers of the unit. Commitment of senior leaders and officers may be different than that of the average soldier. This difference was not analyzed.

#### Respondents Characteristics

The average respondent was: 31 years old, had eight years of combined military service, and had been a member of the battalion for over four years. There were two major ethnic groups, hispanic (47%) and white (45%). Only 8% did not have a high school or higher education. Seventeen percent of the respondents were unemployed. The youngest respondent was 19 and the oldest was 59. The average number of dependents was 3.25. Finally, 32% of the soldiers had relatives who were also members of the National Guard.

## CHAPTER 4

### FINDINGS AND ANALYSIS

#### Statistical Procedures

The purpose of this research was to determine if culture was a determinate of commitment, a soldier's level of commitment predicted his intention to reenlist, and to develop an efficient work commitment index.

Numerous statistical procedures were used to accomplish the stated objectives. In order to test redundancy between measures and to identify overlapping items a factor analysis was done. The T-test was used to determine if there were significant differences in the levels of commitment between white and hispanic soldiers. To minimize the effects of multicollinety and to determine if there was a strong association between the three theories used in the work commitment index, a correlation analysis was done. Multiple regression was used to see if race or any of the population variables were good predictors of commitment. The data compiled from the questionnaire (Appendix A) was analyzed using the above statistical techniques. The results are discussed in this chapter.



### Factor Analysis

This work commitment index was factored analyzed using the Statistical Package for the Social Sciences (SPSSX). Those items that were negatively worded were recoded to reflect a consistent scale when comparing a respondent's commitment. Eighteen factors were identified by the Principal Components Analysis during the initial factor analysis. These eighteen factors accounted for 67.7% of the variance. During varimax rotation with all commitment variables included, the 53 items of the work commitment index did not converge.

In Morrow's study of work commitment redundancy, she was able to get her sample data to converge using the same procedure as mentioned above. Her analysis included five work commitment theories (53 questions). She also included in her factor analysis career salience and central life interest items, and condensed the job involvement instrument from twenty to six questions (Morrow, 1986). Modifications were made to perform a factor analysis following similar procedures used by Morrow. Job involvement items eliminated by Morrow were similarly omitted here. The new results identified thirteen factors accounting for 64% of the variance. The varimax rotation converged with the new items.

The similarities between Morrow's factor analysis and results obtained here are listed below: (1) Organizational commitment items loaded predominately onto one factor.

(2) Items of organizational commitment loaded onto the factor explaining the greatest amount of variation and with the highest eigenvalue. (3) Protestant work ethic and job involvement items loaded onto multiple factors with protestant work ethic explaining more variation than job involvement.

The disadvantage of using the results from this comprehensive factor analysis was that numerous job involvement questions were not included in the factor analysis. One of the reasons the original loading did not converge could have been the result of the size of my sample. The sample size of 210 respondents may have been too small to support a factor analysis of 53 items.

Due to the problems experienced in the comprehensive factor analysis, it was decided to factor analyze organizational commitment, protestant work ethic, and job involvement separately. A principal component analysis, followed by varimax rotation, with minimum eigenvalues set at 1.0 was conducted on each theory.

Future references to a specific item of work commitment in this thesis will use the abbreviation of the commitment theory followed by the question number. The following abbreviations will be used: PWE for protestant work ethic, JOB for job involvement, and CO for organizational commitment. For example, the third item on the organizational commitment questionnaire will be referred to as C03.

Organizational Commitment

Four factors were identified through varimax rotation, accounting for 57% of the variance. Nine of the fifteen questions loaded high on factor one, which supports organizational commitment theory, that this theory is measuring a single or common principal.

TABLE 1

	<u>Factors</u>			
	1	2	3	4
C06	(.754)	-.102	-.201	.101
C02	(.745)	-.162		
C014	(.663)	-.265		
C04	(.639)			
C05	(.630)	-.205	-.204	.189
C010	(.624)	-.413		
C01	(.619)		-.162	-.101
C08	(.618)	-.325	.109	.315
C013	(.585)	-.287	.332	-.204
C03		(.810)		-.106
C011	-.211	(.784)		.169
C015	-.268	(.556)	.288	.123
C09			.692	.178
C012		.279	.687	-.140
C07		.102		.875
Variance	32.2 %	10.6%	7.3%	6.8%
Eigenvalues	4.852	1.594	1.090	1.013

Organizational commitment theory was based on three factors; belief in the organization's goals, exerting considerable effort for the organization, and strong membership desire (Porter, Steers, Mowday, and Boulian, 1973). During the factor analysis, the majority of all questions loaded onto the first factor. Even though some questions

were intended to measure a different factor of organizational commitment, they did not. This suggests that some of these questions are overlapping in what they are trying to measure.

Questions pertaining to organizational membership loaded high on Factor 1 followed by identification with organizational goals, and exerting effort for the organization. Factor 2 loaded questions which were negatively worded and were measuring belief in organizational goals and membership. Factor 2 seems to be measuring a different dimension of those values found in Factor 1. Factor 3 is split between belief in organizational goals and exerting effort for the organization. Because of the ambiguity of the value of what Factor 3 is trying to measure and eigenvalue being low (1.090), items C09 and C012 were not considered for further evaluation. Only one question, C07, loaded onto Factor 4 and because the eigenvalue was low (1.013), C07 was not included in further study. Items marked by brackets in Table 1 comprise the organizational commitment, CO, index.

#### Protestant Work Ethic

Six factors were identified as being significant through principal components analysis. These factors accounted for 56.7% of the variance.

TABLE 2

	<u>Factors</u>					
	1	2	3	4	5	6
PWE9	(.692)			.214		.261
PWE15	(.690)		.166			.115
PWE16	(.596)	.318	.162			
PWE17	(.592)	-.204	.197		.459	-.119
PWE7		(.683)		-.169	.240	.114
PWE5	.111	(.671)	.223	.174		.146
PWE10	.276	(.593)	.229	.242		-.202
PWE18	.145		(.755)	-.195		
PWE11	.245	.132	(.621)		.259	
PWE13		.195	(.540)	.223	-.131	.286
PWE12	-.288	-.322	.424	.386	.116	.154
PWE14				(.809)	.127	-.118
PWE8		.140		(.702)	-.419	
PWE6	.112	.368		.383	.231	.331
PWE2	.120	.335	-.193		.724	
PWE3		.107	.217		.495	.224
PWE1		.221				.707
PWE4		-.152	.175		.199	.645
Variance	18.3%	9.8%	8.9%	7.8%	6.1%	5.8%
Eigenvalue	3.288	1.766	1.596	1.399	1.1059	1.043

Four factors were discovered using similar procedures by Mirels and Garrett in 1971. The questionnaire they used had 30 questions. Using factor analysis they deleted 11 questions from their final survey because they loaded on a single factor or there was overlap between factors. The results from this factor analysis suggest that there is still some overlap, either due to the population being sampled or the ambiguity of the questions.

Items that loaded high onto Factor 1 characterizes a positive casual relationship between work and success. Factor 2 is more ambiguous, but it seems to be measuring the

requirements for self-sacrifice and hard work. Items expressing the feelings of this factor included PWE7, I would be more successful if I sacrificed certain pleasures, and PWE10, People who fail have not tried hard enough. Factor 3 captures a different dimension of the value measured by Factor 2, namely, those negative aspects of the protestant work ethic. An example of the attitude being captured by Factor 3 was PWE11; Life would have very little meaning if we never had to suffer. Factor 4 highlights the positive relationship between work and leisure.

These results tend to confirm the idea of the protestant work ethic being composed of two factors, those associated with the positive dimensions of the protestant ethic and those associated with the negative dimensions of the protestant ethic (Morrow, 1986).

Items which loaded onto Factor 4 and 5 were not used in further evaluations due to their low eigenvalues. In addition, the following questions were not used in further analysis due to low loading and overlap between factors: PWE3, Money acquired easily is usually spent unwisely, PWE6, The self-made man is likely to be more ethical than the man born to wealth, and PWE12, Hard work offers little guarantee of success. Only those items in parenthesis in Table 2 were included in the protestant work ethic, PWE, index.

Job Involvement

Lodahl and Kejner (1965) concluded that job involvement was multidimensional, containing at least three factors. The factor analysis of this sample resulted in five factors being identified accounting for 50.1% of the variance.

TABLE 3

	<u>Factors</u>				
	1	2	3	4	5
JOB20 (.638)			-.237	.208	
JOB9 (.601)		.224		-.143	
JOB2 (.573)			.314	-.208	
JOB14 (.531)				.461	.288
JOB15 .421		.404	-.364		
JOB12		(.650)	-.140	.132	
JOB4 .200		(.649)			.295
JOB5 .210		(.559)			
JOB1 .201		.481		-.228	
JOB7 .388		.431	-.324		.253
JOB18		-.153	(.710)		
JOB19		-.340	(.682)	.150	-.138
JOB17 -.158		.174	(.578)		
JOB13				(.676)	
JOB8 .385		.310	-.110	(-.564)	
JOB10		.153	.397	(.539)	-.143
JOB11		.106	-.196		(.700)
JOB6 .169			-.191	-.222	(.592)
JOB3 .264		-.113		-.443	(.561)
JOB16 -.109			.286	.386	(.559)
Variance 18.8%	10.4%		7.5%	7.1%	6.3%
Eigenvalue 3.752	2.803	1.496		1.425	1.259

When characterizing job involvement, Lodahl and Kejner used the following internal factors to measure this value:  
 (1) An indifferent response to the job, (2) high involvement with work, (3) high sense of duty, and (4) guilt and

tendencies to avoid work (Lodahl and Kejner, 1965). The questionnaire they used to measure these values measured roughly the same factorial content among different groups. Depending on the sample, three or four factors are consistently being identified (Lodahl and Kejner, 1965).

Varimax rotation, of this sample, resulted in five factors being considered significant. All factors had eigenvalues greater than 1, and only three questions overlapped between factors. This supports Lodahl and Kejn's statement of job involvement's multidimensionality.

Factor 1 above, was measuring guilt associated with poor performance and high sense of duty. Even though these two items should factor separately, the grouping is easier to understand when comparing the relationship between these two items. The items which loaded under Factor 2, similar to Factor 1, are measuring values and traits associated with a high sense of duty with one's job. Factor 3 captures feelings of high involvement, normally in excess of established norms. Factor 4 and 5 loaded items which express the indifferent attitude of work, for example, giving up. The dimensions of job involvement defined by Lodahl and Kejner are very similar. In this sample, trying to differentiate between the factors of job involvement was difficult.

Only those questions which have loaded on numerous factors were deleted from future analysis. Those questions include: JOB1, I'll stay overtime to finish a job even if



I'm not paid, JOB7, Sometimes I lie awake at night thinking ahead to the next day's work, JOB15, I am very much involved personally in my work. Only those items enclosed by parenthesis in Table 3 were used in the job involvement, JOB, index.

#### Means and Standard Deviations

Using only those questions that loaded high on a single factor (.50), and eliminating items that loaded on factors with a low eigenvalue, analysis was done to determine the sample's mean and standard deviation. Means and standard deviations were also determined for the two major ethnic groups: whites and hispanics. Analysis was done to measure a level of commitment for each theory by itself and together as a composite score, called the Work Commitment Index (WCI).

The level of commitment within this sample shows a moderately high level among all three forms of work commitment and the index. An average response is usually around the mid point on a seven or four point Likert scale. This suggests that the population being sampled possesses a high level of commitment to the job, to the organization and to the concept of work. Analysis of the means and standard deviations show a stronger response by this group to the values and principals of organization commitment. Similarities exist between both ethnic groups in work commitment means except for organizational commitment.

To determine if there was a significant difference between the means of hispanics and whites, a T-test was done.

TABLE 4

## WORK COMMITMENT INDEX

	N	Mean	SD
Sample	178	12.373	1.597
Whites	78	12.224	1.670
Hispanics	82	12.694	1.434

Note: A total of 18 points are possible for the WCI.

## ORGANIZATIONAL COMMITMENT

	N	Mean	SD
Sample	197	5.104	1.122
Whites	84	4.942	1.220
Hispanics	91	5.342	0.938

Note: A total of seven points are possible for the OQC.

## PROTESTANT WORK ETHIC

	N	Mean	SD
Sample	202	4.649	0.847
Whites	89	4.676	0.743
Hispanics	89	4.709	0.883

Note: A total of seven points are possible for the Protestant Work Ethic questionnaire.

## JOB INVOLVEMENT

	N	Mean	SD
Sample	210	2.562	0.254
Whites	85	2.589	0.216
Hispanics	84	2.549	0.252

Note: A total of four points are possible for the Job Involvement questionnaire.

T-TEST

The T-test shows that only the mean scores on organizational commitment are different at a statistically significant level (.05). The difference between the means of the Work Commitment Index of hispanics and whites are close, but the difference is not statistically significant. The two tail probability level of .058 exceeds the 95% confidence interval. Job involvement and protestant work ethic scores are so close that they are determined to be from the same population. Hispanics and white soldiers showed no difference when answering those questions measuring feelings and values associated with the protestant work ethic and job involvement.

TABLE 5

	T VALUE	SIGNIFICANCE LEVEL
PWE	.28	.783
CO	2.45	.015
JOB	-1.10	.271
WCI	1.91	.058

Of the three work commitment theories, protestant work ethic values are determined in part by one's culture (Morrow, 1983). In this sample, there was no significant difference between how white and hispanic soldiers answered these questions. Both ethnic groups are members of the greater American culture, and this may be why there is no

difference in their scores. Even with the unique differences between the hispanic and white cultures, there are enough similarities between the groups, due to the American way of life. One can only speculate that if these samples were from two different countries, the United States and China for example, that they might have been significantly different.

Results for organizational commitment show a significant difference between the two groups; however, organizational commitment is influenced by the respondent personal characteristics; age, education, seniority, and situational factors (Morrow,1983). Culture may play a role in the development of the respondent's personal characteristics and how he views the organizational climate. In this sample the reasons for the differences in level of organizational commitment between ethnic groups are not known.

#### Correlation Analysis of the Work Commitment Index

The usefulness of the work commitment index as a standardized tool for measuring commitment is, in part, dependent on the degree of independence of its components. A critical step in this validation process is to determine the amount of overlap between measures. It is hoped that each component of the work commitment index is measuring a unique facet of commitment. A correlation analysis of the three work commitment theories is shown in Table 6.

TABLE 6

	CO	PWE	JOB
Organizational Commitment	1.0	.224	.064
Protestant Work Ethic		1.0	.278
Job Involvement			1.0

Note: N = 178

An inspection of the this matrix indicates a relative independence between organizational commitment and protestant work ethic ( $r=.224$ ), and organizational commitment and job involvement ( $r=.064$ ). Only between job involvement and protestant work ethic, does there seem to be a stronger association ( $r=.278$ ). Previous research by Saal, (1978), using the Mirels and Garrett's scale, established an association, ( $r=.31$ ), between the measures of job involvement and protestant work ethic. These results show only a moderate amount of association between the protestant work ethic and job involvement, therefore these two measures should be regarded as being relatively independent. This would support the research objective that these three theories should be used as components of the work commitment index.

#### Correlation Analysis of Population Variables

Eight population variables were identified as having the potential to explain the sample's variation in commitment levels. The soldier's race, education, income, age,

years of military service, years in the organization, number of dependents, and having relatives in the Guard, were used as independent variables (See Table 7). The following variables were determined to be highly correlated: age with years of military service ( $r = .763$ ), age with years in the organization ( $r = .435$ ), years of military service with years in the organization ( $r = .697$ ).

The intended definition of each of these variables were considered to be different and unique. The strong association noted in this analysis reflects a commonality between variables. This common trait may relate to the soldier's maturity, military experiences, or feelings of loyalty. To minimize the errors associated with multicollineity only one of three variables was used during multiple regression.

#### Multiple Regression Analysis

A multiple regression analysis was done treating the work commitment index and the three work commitment theories as dependent variables. The degree an individual possesses and believes in the concept of work commitment may be influenced by his own personnel characteristics and the situational factors of the job. The population's demographic and situational variables should help establish if culture or one of the other listed independent variables influences why people become committed. The following five independent

TABLE 7  
CORRELATION MATRIX

	WCI	PWE	CO	JOB	RACE	AGE	SVC	YRS	INC	REL	DEP	EDUC	REUP
WCI	1.00	.686	.820	.343	-.108	-.002	-.034	-.035	-.097	.090	-.096	-.171	-.327
PWE		1.00	.174	.362	.013	-.146	-.149	-.110	-.074	.133	.026	-.136	.050
CO			1.00	.004	-.171	.140	.087	.066	-.067	.044	-.121	-.106	-.495
JOB				1.00	.071	-.198	-.144	-.173	-.065	-.054	-.122	-.157	.069
RACE					1.00	-.022	-.092	-.271	.078	-.115	-.043	.242	.187
AGE						1.00	.763	.435	.342	.125	.190	.181	-.105
SVC							1.00	.697	.347	.120	.071	.130	-.153
YRS								1.00	.384	.130	.131	.070	-.243
INC									1.00	.185	.176	.378	-.016
REL										1.00	.039	-.062	-.178
DEP											1.00	.000	-.067
EDUC												1.00	.098
REUP													1.00

N = 121 CASES

NOTE 1. Abbreviation Key: WCI = Work Commitment Index, PWE = Protestant Work Ethic, CO = Organizational Commitment, JOB = Job Involvement, RACE = Race, AGE = Age, SVC = Total years combined military service, YRS = Total years service with 2-180th FA, REL = Individual has relatives in the National Guard, INC = Income, DEP = Dependents, EDUC = Education level, REUP = The respondent's intention to reenlist.

variables were used as predictors of the dependent variables: race, income, education, dependents, and relatives.

The final variable was selected from one of the following: age, years of military service, and years in the organization. I could not regress all three variables at the same time due to high correlation between these variables. Age was decided upon as a predictor of the protestant work ethic because research has established that personality is a determinant of a person's level of protestant work ethic.

The number of years in the 2-180th (the organization) was used as the sixth independent variable for multiple regression of organizational commitment, job involvement, and the work commitment index. Organizational commitment and job involvement are both susceptible to situational factors. The number of years a soldier has been in the unit measures attributes associated with age, but more important feelings toward the organization (situational factors). These situational factors are influenced by the soldier's tenure in the unit. The results of my analysis are shown in Table 8.

The hypothesis of my research was to determine whether culture was a predictor of the level and type of commitment prevalent in the individual soldier in my sample. Race proved to be a poor predictor of job involvement (Sig=.482) and protestant work ethic (Sig=.815), and only a fair relationship with organizational commitment (Sig=.153).



TABLE 8

Work Commitment Index  
Regressed on Selected Independent Variables

Independent Variables	Beta	T	Sig T
Education	-.096	-.956	.341
Dependents	-.099	-1.080	.283
Relatives	-.082	.822	.379
Race	-.059	-.604	.547
Income	-.055	-.501	.618
Years with 2-180th	-.057	-.548	.585
N = 124            ADJUSTED R SQUARE = -.003            F = .946			

Organizational Commitment  
Regressed on Selected Independent Variables

Independent Variables	Beta	T	Sig T
Education	.017	.187	.852
Dependents	-.154	-1.774	.078
Relatives	.043	.495	.622
Race	-.133	-1.439	.153
Income	-.101	-1.008	.315
Years with 2-180th	.022	.236	.813
N = 138            ADJUSTED R SQUARE = .014            F = 1.324			

Protestant Work Ethic  
Regressed on Selected Independent Variables

Independent Variables	Beta	T	Sig T
Education	-.031	-.327	.744
Dependents	.051	.580	.563
Relatives	.151	1.453	.149
Race	.021	.235	.815
Income	-.044	-.458	.648
Age	-.204	-2.214	.029
N = 139            ADJUSTED R SQUARE = .058            F = 1.364			

TABLE 8 Continued

Job Involvement  
Regressed on Selected Independent Variables

Independent Variables	Beta	T	Sig T
Education	-.127	-1.339	.183
Dependents	-.181	-2.062	.041
Relatives	-.030	-.338	.736
Race	-.065	-.706	.482
Income	.136	1.316	.191
Years with 2-180th	-.202	-2.060	.042
N = 133                  ADJUSTED R SQUARE = .035                  F = 1.793			

Within this sample, latent variables or traits may exist in one ethnic group, but not in the other, accounting for the differences in organizational commitment means. On the average, the hispanic soldier had more military service, been a member of the battalion longer, had relatives in the Guard, and had a larger family. These individual differences may have a cumulative effect on a respondent's organizational commitment. The survey instrument was not able to differentiate between these values. Protestant work ethic, the one commitment theory where culture should have had the biggest impact, indicated a person's culture played no role in the level of the respondent's protestant work ethic.

Regression analysis revealed three independent variables above the .05 level of significance. Age predicted well a soldier's protestant work ethic (Sig=.029) and the number of dependents (Sig=.041) and years in the organization (Sig=.042) were highly related to job involvement

theory. This confirms previous research by Morrow (1983) that these variables are good determinants of commitment.

One variable which could be considered significant was the number of dependents predicting organizational commitment (Sig=.078). The number of dependents may partially explain why hispanics have a higher level of organizational commitment than whites. Hispanics had 3.1 dependents compared to 2.6 for white soldiers. A factor of organizational commitment, a strong desire to retain membership, could be responsible for this relationship. The degree of responsibility possessed by a respondent should change with the number of dependents. This feeling should reenforce the importance of staying a member. The need for an additional paycheck becomes more important as the family becomes larger. Many hispanic soldiers may continue to be members of the National Guard only for the extra income.

#### Regression of Work Commitment As A Predictor of Attachment

To measure future attachment of the soldiers in this sample, the following question was asked: What is the probability you will reenlist/extend with this unit? The soldier's response to this question should measure the attachment they have to this particular unit. Previous research in prediction of employee turnover by Hom and Hulin (1981) concluded that the intention to reenlist is highly related to the act of reenlistment. A regression analysis

was done to determine if any of the work commitment measures, along with the same independent variables used before, was related to the respondent's intention of staying with the unit (See Table 9).

Organizational commitment and the variable years with 2-180th were found to be significant above the .05 level with dependent variable soldier's intention to reenlist. Two other variables were marginally significant, the protestant work ethic (Sig=.056) and having relatives in the National Guard (Sig=.051). In this analysis, these variables were considered to be important predictors of future attachment. The reasons why these four variables were determined to be significant predictors are discussed below.

TABLE 9

Soldier's Intention to Reenlist  
Regressed on Selected Independent Variables

Independent Variables	Beta	T	Sig T
Education	.036	.406	.685
Dependents	-.118	-1.474	.143
Relatives	-.160	-1.976	.051
CO	-.509	-6.314	.000
JOB	-.040	-.464	.643
Race	.012	.147	.883
PWE	.167	1.935	.056
Income	-.067	-.716	.476
Years with 2-180th	-.167	-2.090	.039

N = 121

ADJUSTED R SQUARE = .291

F = 6.472

A factor of organizational commitment theory measures the strength of a worker's desire to retain organizational

membership. The relationship between the level of a soldier's organizational commitment and the intention to reenlist is logical because these variables share a common feeling. A high score on the organizational commitment questionnaire should predict the respondent's desire to remain in the unit.

The variable years with the 2-180th (the organization) intuitively should be an excellent predictor of a soldier's intention to reenlist. This variable includes some of the traits associated with age, a person's loyalty to the organization, and identification with the military. The longer the soldier has been with the unit is also an indicator of his seniority in the military and the ever increasing importance of future promotions and retirement benefits.

Dimensions of protestant work ethic such as hard work will be rewarded, distaste for hard work reflects a weakness of character, and there is too much leisure time, may have causal relationship with the soldier's intention to reenlist. Soldiers who scored high on the protestant work ethic may feel that quitting the organization, for any reason, is a poor reflection on themselves. This attitude may result in a strong membership desire.

Soldiers who have relatives within the guard may have a larger stake in remaining a member. Family pressures, tradition, or social factors may influence the respondent to stay more than any other variable.

## CHAPTER 5

### DISCUSSION

The purpose of my research was to better understand why ordinary workers became more highly committed to their work organization. Given the broad scope of work commitment literature, this study has been limited to three objectives: (1) Culture as a determinate of commitment, (2) the effectiveness of commitment in predicting a worker's desire to retain organizational membership, and (3) the development of a comprehensive work commitment index. The results of this research along with current doctrine were used to determine if these three objectives were attained.

#### Thesis Objective 1

Race or culture was determined not to be significantly related to any of the three work commitment theories. The organizational commitment means for hispanic and white soldiers indicated a statistical difference which could not be accounted for by random variation. Multiple regression analysis failed to show any relationship between race and the commitment variables.

Theorist have stated that the determinants of work commitment values are established by personal characteristics, situational factors, and culture (protestant ethic only). Cultural differences in rearing would suggest that a person's character or persona is influenced by his culture. Three reasons may explain why race was not determined to have a causal relationship with any of the three work commitment measures. The first is that the survey instrument I used did not detect a trait or value that is predisposed by one ethnic group. This may account for the differences in means between hispanic and white soldiers in organizational commitment. The second reason may be that the views toward work by white and hispanic cultures are similar. Third, both cultures may have assimilated a more global attitude toward work.

#### Thesis Objective 2

Multiple regression analysis showed that four independent variables were significant. They were organizational commitment, protestant work ethic, years in the organization, and having relatives in the organization. Organizational commitment was the strongest predictor (Sig =.000) followed by the protestant work ethic (Sig =.056). The higher the respondent's level in the protestant work ethic or organizational commitment, the more likely he will desire to remain with the organization.

Correlation analysis indicated a high association between organizational commitment and the soldier's intention to reenlist ( $r = -.495$ ). This strong correlation may result from organization commitment measuring a common attitude, the respondent's feelings toward organizational membership. Care should be taken when using organizational commitment as a measure of future attachment because of multicollineity. The protestant work ethic has minimal association with the soldier's intention to reenlist ( $r = .050$ ) and could be used as an independent check on a population's feelings toward future membership.

### Thesis Objective 3

Some progress was made in the development of a comprehensive work commitment index. The three values of work commitment, feelings toward the organization, feelings toward work in general, and feelings toward what one is doing (job), are adequately captured by the commitment theories used in this index. Redundancy and overlap within and between measures still exist but at less excessive levels. The factors of organizational commitment and protestant work ethic are sound and consistent with their stated objective. During factor analysis of job involvement, items measuring high job involvement in excess of societal norms, and traits associated with a high sense of duty, loaded on



the same factors. The definition of these two factors are very similar and may have caused some inconsistency.

Poor questions were identified through factor analysis which may need to be reconstructed or deleted. Only future testing and analysis with different samples will confirm these results. One change that I would recommend is that a consistent scale be used when measuring a response to an item. The use of a four and seven point Likert scale within the same index did cause some confusion. There were many returned questionnaires that could not be used because the respondent did not make the necessary change from a seven to a four point response.

#### Limitations

The study of work commitment within my sample had two major limitations. Because only males are allowed membership in the unit I sampled, variation due to sex could not be studied. Sex, like culture could influence the commitment process. Additionally, when assessing cultures the largest differences usually occurs in the roles, norms, and rules between sexes. The second limitation of this study was only the worker and the first line supervisor were sampled. Officers or the white collar worker of the military were not surveyed. Commitment of professionals may be different than that of the worker.

### Conclusion

Is race a significant variable or predictor of how and why a person becomes committed to an organization? In this study the results say no. Even with the differences between means in organizational commitment, this variation could not be attributed solely to race. Managers should consider age, years in the organization, and the size of the worker's family when making evaluations and assessments about the commitment level of its workers. These variables are better predictors of commitment.

It was found that two commitment theories, organizational commitment and protestant work ethic, were good predictors of a soldier's intention to reenlist. This suggests that managers should be aware of how to influence situational factors that increase organizational commitment and to recruit workers who possess high levels of the protestant work ethic. However, this may be difficult to implement. Instead, leaders of this unit should consider recruiting personnel from the families of their current members and establishing programs that reward continued service. Soldiers with relatives in the Guard and those with seniority demonstrated a stronger desire to remain members.

Progress was made in the development of a comprehensive work commitment index. The three theories used to measure the foci of work commitment are consistent and have minimal correlation. Further testing is recommended, using

different samples, before this work commitment can be considered reliable.

Future studies may wish to analyze these three commitment theories as dependent variables. Protestant work ethic as a personality trait is usually fixed early in life. Organizational commitment traits vary depending on the situational factors of work setting and personal characteristics. It would benefit this discipline if a longitudinal study on commitment could be performed during different periods of a worker's life. The effects of age, tenure, family responsibilities, and income could be used as independent variables when studying the commitment process and how it changes during a worker's life.

APPENDIX A

QUESTIONNAIRE

## BACKGROUND INFORMATION

1. What is your current rank?
  - a. E-1 thru E-3
  - b. E-4
  - c. E-5
  - d. E-6
  - e. E-7
  - f. E-8/E-9
  
2. What is your ethnic background?
  - a. Black
  - b. American Indian
  - c. Hispanic
  - d. Asian
  - e. White
  - f. Other \_\_\_\_\_
  
3. What is your age? \_\_\_\_\_
  
4. How many total years service do you have in the military (all branches of service)? \_\_\_\_\_
  
5. How many years have you been with the 2-180th FA? \_\_\_\_\_
  
6. Since being assigned to the 2-180th FA, how many times have you reenlisted or extended? \_\_\_\_\_
  
7. What is the probability you will reenlist/extend with this unit?
  - a. Certain (95% to 100%)
  - b. Very strong chance (75% to 95%)
  - c. Strong chance (55% to 75)
  - d. Undecided (45% to 55%)
  - e. Poor chance that I will stay. (25% to 45%)
  - f. Very poor chance that I will stay. (5% to 25%)
  - g. Will not stay. (0% to 5% )
  
8. Are you presently employed? Yes \_\_\_\_\_ No \_\_\_\_\_  
If so, what is your job? \_\_\_\_\_  
In what industry? \_\_\_\_\_

9. What is your present yearly income (excluding the National Guard)?
- Under \$12,000
  - Between \$12,000 and \$24,000
  - Between \$24,000 and \$36,000
  - Between \$36,000 and \$48,000
  - Over \$48,000
10. The number of dependents in your family? \_\_\_\_\_
11. Do you have any relatives who were, or are now members of the National Guard?
- Yes
  - No
12. What is the highest level of civilian schooling you have completed?
- Non high school graduate
  - High School graduate or GED.
  - Some college
  - Four year college degree
  - Graduate degree (MS, MBA, PHD)
13. Are you now presently attending school (excluding High School)?
- Yes
  - No
- If Yes, Degree sought? \_\_\_\_\_

#### ORGANIZATIONAL COMMITMENT (CO)

With respect to your feelings about this unit (2-180th FA) indicate the degree of your agreement or disagreement with each statement using the below listed key.

#### KEY

- |                               |                     |
|-------------------------------|---------------------|
| a. Strongly disagree          | e. Slightly agree   |
| b. Moderately disagree        | f. Moderately agree |
| c. Slightly disagree          | g. Strongly agree   |
| d. Neither disagree nor agree |                     |

- \_\_\_\_\_ 1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
- \_\_\_\_\_ 2. I talk up this organization to my friends as a great organization to work for.
- \_\_\_\_\_ 3. I feel very little loyalty to this organization.

- \_\_\_\_\_ 4. I would accept almost any type of job assignment in order to keep working for this organization.
- \_\_\_\_\_ 5. I find that my values and the organization's values are very similar.
- \_\_\_\_\_ 6. I am proud to tell others that I am part of this organization.
- \_\_\_\_\_ 7. I could just as well be working for a different organization as long as the type of work was similar.
- \_\_\_\_\_ 8. This organization really inspires the very best in me in the way of job performance.
- \_\_\_\_\_ 9. It would take very little change in my present circumstances to cause me to leave this organization.
- \_\_\_\_\_ 10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
- \_\_\_\_\_ 11. There's not too much to be gained by sticking with this organization indefinitely.
- \_\_\_\_\_ 12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.
- \_\_\_\_\_ 13. I really care about the fate of this organization.
- \_\_\_\_\_ 14. For me this is the best of all possible organizations for which to work.
- \_\_\_\_\_ 15. Deciding to work for this organization was a definite mistake on my part.

#### JOB INVOLVEMENT (JOB)

With respect to your feelings about this unit (2-180th FA) indicate the degree of your agreement or disagreement with each statement using the below listed key.

#### KEY

- |                      |                   |
|----------------------|-------------------|
| a. Strongly disagree | c. Agree          |
| b. Disagree          | d. Strongly agree |

- \_\_\_\_\_ 1. I'll stay overtime to finish a job even if I'm not paid.

- \_\_\_\_\_ 2. You can measure a person pretty well by how good a job he does.
- \_\_\_\_\_ 3. The major satisfaction in my life comes from my job.
- \_\_\_\_\_ 4. For me, mornings really fly by.
- \_\_\_\_\_ 5. I usually show up for work a little early, to get things ready.
- \_\_\_\_\_ 6. The most important things that happen to me involve my my work.
- \_\_\_\_\_ 7. Sometimes I lie awake at night thinking ahead to the next day's work.
- \_\_\_\_\_ 8. I am really a perfectionist about my work.
- \_\_\_\_\_ 9. I feel depressed when I fail at something connected with my job.
- \_\_\_\_\_ 10. I have other activities more important than my work.
- \_\_\_\_\_ 11. I live, eat, and breathe my job.
- \_\_\_\_\_ 12. I would probably keep working even if I didn't need the money.
- \_\_\_\_\_ 13. Quite often I feel like staying home from work instead of coming in.
- \_\_\_\_\_ 14. To me, my work is only a small part of who I am.
- \_\_\_\_\_ 15. I am very much involved personally in my work.
- \_\_\_\_\_ 16. I avoid taking on extra duties and responsibilities in my work.
- \_\_\_\_\_ 17. I used to be more ambitious about my work than I am now.
- \_\_\_\_\_ 18. Most things in life are more important than work.
- \_\_\_\_\_ 19. I used to care more about my work, but now other things are more important to me.



\_\_\_\_\_ 20. Sometimes I'd like to kick myself for the mistakes I make in my work.

### PROTESTANT WORK ETHIC (PWE)

Indicate the degree of your agreement or disagreement with each statement using the below listed key.

#### KEY

- |                               |                     |
|-------------------------------|---------------------|
| a. Strongly disagree          | e. Slightly agree   |
| b. Moderately disagree        | f. Moderately agree |
| c. Slightly disagree          | g. Strongly agree   |
| d. Neither disagree nor agree |                     |

- \_\_\_\_\_ 1. Most people spend too much time in unprofitable amusements.
- \_\_\_\_\_ 2. Our society would have fewer problems if people had less leisure time.
- \_\_\_\_\_ 3. Money acquired easily (e.g., through gambling or speculation) is usually spent unwisely.
- \_\_\_\_\_ 4. There are few satisfactions equal to the realization that one has done his best at a job.
- \_\_\_\_\_ 5. Most people who don't succeed in life are just plain lazy.
- \_\_\_\_\_ 6. The self-made man is likely to be more ethical than the man born to wealth.
- \_\_\_\_\_ 7. I often feel that I would be more successful if I sacrificed certain pleasures.
- \_\_\_\_\_ 8. People should have more lesiure time to spend in relaxation.
- \_\_\_\_\_ 9. Any man who is able and willing to work has a good chance of succeeding.
- \_\_\_\_\_ 10. People who fail at a job have usually not tried hard enough.
- \_\_\_\_\_ 11. Life would have very little meaning if we never had to suffer.
- \_\_\_\_\_ 12. Hard work offers little guarantee of success.

- \_\_\_\_\_ 13. The credit card is a ticket to careless spending.
- \_\_\_\_\_ 14. Life would be more meaningful if we had more  
lesisure time.
- \_\_\_\_\_ 15. The man who can approach an unpleasant task with  
enthusiasm is the man who gets ahead.
- \_\_\_\_\_ 16. If one work hards enough he is likely to make a  
good life for himself.
- \_\_\_\_\_ 17. I feel uneasy when there is little work to do.
- \_\_\_\_\_ 18. A distate for hard work usually reflects a  
weakness of character.

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