

Quantitative Study of Key Work-Related Attitudes and Correlation to Turnover Intention
among Contract Security Officers

Dissertation Manuscript

Submitted to Northcentral University

Graduate Faculty of the School of Business and Technology Management
in Partial Fulfillment of the
Requirements for the Degree of

DOCTOR OF BUSINESS ADMINISTRATION

by

KARA M. MONROE

Prescott Valley, Arizona
April 2016

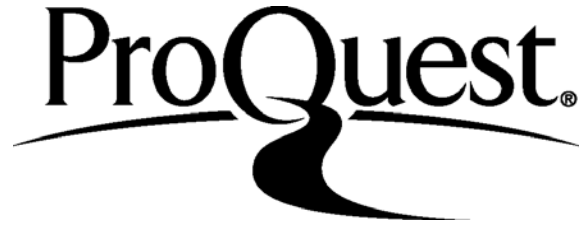
ProQuest Number: 10111457

All rights reserved

INFORMATION TO ALL USERS

The quality of this reproduction is dependent upon the quality of the copy submitted.

In the unlikely event that the author did not send a complete manuscript and there are missing pages, these will be noted. Also, if material had to be removed, a note will indicate the deletion.



ProQuest 10111457

Published by ProQuest LLC (2016). Copyright of the Dissertation is held by the Author.

All rights reserved.

This work is protected against unauthorized copying under Title 17, United States Code
Microform Edition © ProQuest LLC.

ProQuest LLC.
789 East Eisenhower Parkway
P.O. Box 1346
Ann Arbor, MI 48106 - 1346

Approval Page

Quantitative Study of Key Work-Related Attitudes and Correlation to Turnover Intention
among Contract Security Officers

By

Kara M. Monroe

Approved by:

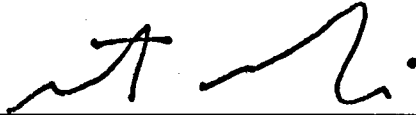


May 13, 2016

Chair: Dr. M.C. Clowes

Date

Certified by:



5/13/16

Dean of School: Dr. Peter Bemski, Ph.D.

Date

Abstract

The single most important role of the security function within an organization is to protect property, people, and assets. While this protection is one of the most expensive countermeasures in an organization, it is critical to every organizational security system. An important decision of security management is whether to hire proprietary security officers or to contract out these services to a security services agency. Among the factors considered in this decision process are costs, flexibility, and the level of commitment of the officers. Since security departments do not generate revenue there are advantages to using contract security officers to reduce costs, however, this can lead to major obstacles within the profession. Organizational leaders looking to make a profit may opt for the lowest priced security solutions which can elicit underpaid, undertrained, and under supervised security officers. These factors combined can increase turnover because more qualified staff leave for better job opportunities. Not only is employee turnover expensive, but turnover is linked to loss of knowledge capital and weakens the organization's reputation. The problem addressed in this study was turnover intention among contract security officers. The purpose of this study was to examine the relationships of key work-related attitudes and turnover intention among contract security officers. The population studied was security officers employed by a contract organization and located at a client organization within the United States. Data was collected through a custom online survey using previously validated scales. Correlation and regression analyses were conducted to examine the relationships among the variables using Pearson product-moment correlations and step-wise regression analysis. To conduct a linear or multiple regression the differences between actual values and

predicted values (residuals) must be independent. Independence of residuals was confirmed for all hypotheses using the Durbin-Watson test. The Durbin-Watson has a scale range from 0.0 to 4.0, with a value of 2.0 indicating no autocorrelation between actual and predicted values. The results of this Durbin-Watson value for hypothesis one was 2.11, for hypothesis two was 1.89, for hypothesis three was 1.91, and for hypothesis four was 2.19; which meets the assumption.

Table of Contents

Chapter 1: Introduction	1
Background	2
Statement of the Problem	4
Purpose of the Study	5
Research Questions	7
Hypotheses	8
Nature of the Study	9
Significance of the Study	10
Definition of Key Terms	12
Summary	15
Chapter 2: Literature Review	18
Documentation	19
Changing Workplace in the New Economy	20
History of Security	22
Focus on Contract Security Officers	26
Theoretical Foundation	28
Applicability of Organizational Support Theory	34
Perceived Organizational Support?	35
Antecedents and Consequences of Perceived Organizational Support	36
Organizational Commitment	38
Employee Engagement	39
Turnover Intention	43
Consequences of Turnover Intention	44
Summary	45
Chapter 3: Research Method	48
Research Method and Design	54
Population	55
Sample	56
Materials/Instruments	57
Operational Definition of Variables	59
Data Collection, Processing, and Analysis	63
Assumptions	66
Limitations	67
Delimitations	67
Ethical Assurances	67
Summary	68
Chapter 4: Findings	70
Results	73

Evaluation of Findings	81
Summary	83
Chapter 5: Implications, Recommendations, and Conclusions	84
Implications.....	87
Recommendations.....	91
Conclusions.....	92
References.....	94
Appendix A: Permission to Survey.....	102
Appendix B: Invitation to Participate	103
Appendix C: Informed Consent.....	104
Appendix D: Survey Instructions and Demographic Questions.....	106
Appendix E: Perceived Organizational Support Questions	107
Appendix F: Organizational Commitment Questions.....	108
Appendix G Employee Engagement Questions.....	109
Appendix H: Turnover Intention Questions	110
Appendix I: Hypothesis Test Assumptions.....	111

List of Tables

Table 1. Assumptions used to determine sample size.....	57
Table 2. Variables and measurement scale	63
Table 3. Descriptive statistics	73
Table 4 Linear Regression Analysis: Perceived Organizational Support.....	76
Table 5 Linear Regression Analysis: Organizational Commitment	78
Table 6 Linear Regression Analysis: Employee Engagement.....	79
Table 7 Linear Regression Analysis: Perceived Organizational Support, Organizational Commitment, and Employee Engagement	81

Chapter 1: Introduction

The workforce of the 21st century is older, more diverse and technologically savvy than any other workforce in history. Organizational leaders are faced with multiple generations who have different values and needs. Additionally there are a growing number of non-traditional workers to include temporary employees, independent contractors, and outsourced employees (Castellano, 2014). As a result of globalization, rapid advancements in technology, and market volatility (Boswell et al., 2012), employee tenure has declined and downsizing has become more frequent (Bidwell, Briscoe, Fernandex-Mateo & Sterling, 2013). Because of the constant demands faced by contemporary organizations to increase flexibility and effectiveness while reducing costs, one of the fastest growing forms of work arrangements is the use of contract employees (Cappelli & Keller, 2013b; Haden, Caruth, & Oyler, 2011; Wilkin, 2013). Human resources management has shifted from traditional hiring paradigms and once stable employer- employee relationships have been replaced by contingent or contracted employee arrangements allowing contemporary organizations flexibility to adapt to their changing needs (Bidwell et al., 2013). A consequence of hiring nontraditional employees has changed the employee-employer work relationships and changed the way managers view retention (Baran, Shanock, & Miller, 2012). Utilizing contract employees helps to reduce the costs associated with recruitment and increase organizational flexibility. However, potential challenges included quality of work, organizational commitment, and increased overall turnover (Lee, 2013).

The purpose of this chapter is to provide an overview of this quantitative correlational study. Background information regarding the increased phenomena of

utilizing contract employees is examined along with a presentation of the problem statement, purpose of the study, theoretical framework, and research questions with corresponding hypotheses. The significance of the research along with a definition of terms to clarify the context of this study is also provided.

Background

Private security expenditures in the United States exceeded \$100 billion annually (Fischer, Halibozek, & Walters, 2013). These expenditures continue to grow as a consequence of the terrorist attacks on September 11, 2001 increasing the demand for security services, in particular security officers (Fischer et al., 2013). The single most important role of the security function within an organization is to protect property, people, and assets. Among the most critical to every security system, this protection is one of the most expensive countermeasures in an organization (Sennewald, 2011). When exploring hiring of security personnel, an important decision of management is whether to hire proprietary, or in house staff, contract out these services to a security services agency (i.e., “outsource”) or to use a mix of both in-house and contract security personnel (Fischer et al., 2013). Among the factors considered in this decision process includes costs, flexibility, control the manager has over the security personnel, and also the level of commitment of the officers. Outsourced staff may include contract employees who have been hired by one organization but work on site for another organization (Boswell et al., 2012), independent contractors, contract- based workers or self-employed workers who sell their services to client organizations (Wilkin, 2013). Sennewald (2011) defined this category of employees as “noncareer” personnel who are employees of another company and perform duties for another organization on a contractual or service fee

basis. Cappelli and Keller (2013b) suggested that defining these arrangements as nonstandard work is all-inclusive of these various arrangements but does not account for the variation of components within these classifications. Regardless of various definitions, contemporary organizations are now relying more and more on such work arrangements for greater human resources flexibility in order to reduce labor costs and as a prescreen for permanent positions (Haden et al., 2011). The use of contract employees has changed the longstanding employee-employer relationships (Boswell et al., 2012). Alternatives to traditional employment account for 20% of workers in the United States and variations among alternative work arrangements are extensive (Cappelli & Keller, 2013b). Although growth in contract employment in both the private and public sectors has increased with no signs of tapering off, there is very little empirical research examining work related attitudes and outcomes among these nontraditional work relationships (Wilkin, 2013). Traditional accounts on important work place management topics to include work related attitudes, behaviors and outcomes such as turnover intention have focused primarily on long-term, standard workers (Boswell et al., 2012; Cappelli & Keller, 2013b). Whether or not similar patterns of turnover intention occur in contract workers is unknown; moreover, whether classic organizational behavior theories can adequately account for contractor turnover intention behavior is also unclear. In particular, an understudied aspect in nontraditional employment research is how certain work related attitudes such as perceived organizational support, organizational commitment, and employee engagement are expressed in turnover intention within this population. Traditionally, most organizational behavior studies have focused on full-time permanent employees, assuming a two-party relationship between the employee and

employer (Lapalme, Simard, & Tremblay, 2011). There is a need for research studies with focus on work related attitudes and outcomes, particularly turnover intention among contract security officers to understand what predicts intention to leave the organization.

Statement of the Problem

Employee turnover has increased in all industries and reduced profitability due to the high costs of replacing departing employees (Ballinger et al., 2011). Turnover of security officers is particularly high; the average national turnover rate for security officers is 121% with a high of 300% (Brislin, 2014). Some officers leave the position as early as four months to one year after taking the job (Bitzer, 2006). For a medium-sized security firm that employs 1,000 guards, but suffers a turnover rate of 150%, that organization must employ about 2,500 people over the course of the year to keep up with the rate of turnover (Bitzer, 2006). Depending on the position being refilled, costs associated with employee turnover can range from 25%-500% of the departing employee's salary (Ballinger et al., 2011). Although security departments contribute to the sustainability of a business, since these departments do not generate revenue which can be an advantage to using contract security officers to reduce costs (Marin, 2013). However this can lead to major obstacles within the profession. Organizations looking to make a profit may opt for the lowest priced security solutions which can elicit underpaid, undertrained and under supervised security officers (Fischer et al., 2013). This can increase turnover because more qualified staff leave for better job opportunities (Sennewald, 2011). Not only is employee turnover expensive, but turnover is linked to loss of knowledge capital and weakens the organization's reputation (Kumar & Koh Geok, 2012). The problem addressed in this quantitative study was turnover intention

among contract security officers and possible retention strategies to reduce this costly issue.

In an effort to reduce operating costs associated with benefits normally paid to regular employees, challenges arise in managing issues of commitment and turnover of contract employees (Haden et al., 2011). Organizational behavior variables of employee engagement, organizational commitment, perceived organizational support, and turnover intention have been examined; however, many explanations are based on full-time permanent employees (Lapalme et al., 2011). High turnover among contract employees results in increased training costs, higher risks of competitively sensitive information loss and reduced commitment exhibited by a frequent replacement of workers. There remain gaps in knowledge about the relationship between employers' use of contingent workers and behavior outcomes (Pedulla, 2013). Therefore, a study of different perspective was needed to shed light on managing contract workers and reducing turnover intentions. To address this gap, this quantitative study was an examination of how meeting these social and emotional needs can influence organizational commitment in contract security officers.

Purpose of the Study

The purpose of this quantitative study using a survey research design was to examine relationships between perceived organizational support, organizational commitment, and employee engagement, to determine to what extent, if any, the correlations among these variables resulted in negative turnover intention among contract security officers. Part of the inclusion criteria was participants needed to be located in the United States, and have been hired by one organization (contracting organization) but

working at another organization (client organization). The responses to the survey were to be reflective of the contracting organization. Most organizational behavior studies have focused on full-time permanent employees, assuming a two-party relationship between the employee and employer (Lapalme et al., 2011). As such, the available literature on turnover intention has focused primarily on long-term, standard workers (Boswell et al., 2012). Whether or not similar patterns of turnover intention occur in contract workers is unknown; moreover, whether classic organizational behavior theories can fully account for contractor turnover intention behavior is also unclear. It is important to understand these dynamics, particularly in this population, in order to assist in the relentless turnover battle.

The author's findings from this study addressed gaps in current literature on contract employment and contribute to future literature addressing antecedents of perceived organizational support, employee engagement, and organizational commitment through the study of turnover intention of contract security officers. While there is a considerable amount of research conducted with focus on these variables of standard long-term workers such as police and correctional officers (Matz, Wells, Minor, & Angel, 2012), there is very little empirical research on contract security officers who are hired by one organization but executing work activities at a different organization (Bitzer, 2006). Cited among the advantages of these arrangements is reduction in labor costs and increased organizational flexibility (Lee, 2013) however using contract security services can be a risk to an organization, more so than other occupations, because of the sometimes excessively long hours and low wages (Sennewald, 2011). The role of security officers extends beyond the responsibilities of responding to emergencies,

escorting duties, and performing patrols to protecting assets. Turnover affects all functions, to include contracted security officers, which can weaken an organization's ability to protect critical information.

Since contract employees are working simultaneously for two organizations, the agency and the client organization, the study of contract employees' organizational commitment is even more complex than the study of organizational commitment of standard employees (Haden et al., 2011; Lapalme et al., 2011). Contractor work arrangements thus provide a unique, yet complex research opportunity because these employees are fully employed by the contracting agency, but engaging in work activities and experiences at the client organization (Boswell et al., 2012). Empirical researchers have detailed that, as a result of working for two organizations simultaneously, contract employees may form commitments to both the contracting agency and the client organization (i.e., dual commitments) (Lapalme et al., 2011). Thus, knowledge gained from this study fulfilled a gap in organizational behavior literature through an investigation of the relationships between employee engagement and perceived organizational support, organizational commitment, and turnover intention among contract security officers. The goal of this study was to examine these variables as related to the officers' contracting organization to provide a better understanding of turnover intention within the population.

Research Questions

Extending the results of the empirical studies on contract employees (Boswell et al., 2012; Cappelli & Keller, 2013b; Lapalme et al., 2011; Liden et al., 2003), the purpose of this study was to evaluate the relationships among the independent variables of

employee engagement, perceived organizational support, and organizational commitment on the dependent variable of employee turnover intention among contract security officers. Responses from contract security officers about their contracting organization address the following research questions.

Q1. What is the relationship, if any, between contract security officers' perceived organizational support and turnover intention?

Q2. What is the relationship, if any, between contract security officers' organizational commitment and turnover intention?

Q3. What is the relationship, if any, between contract security officers' employee engagement and turnover intention?

Q4. What is the relationship, if any, of contract security officers' perceived organizational support, organizational commitment, employee engagement and turnover intention?

Hypotheses

The following are hypothesized about the contract security officers perceptions of their contacting organization based on the research questions:

H1₀: Contract security officers' perceived organizational support is not statistically significant as related to their turnover intention.

H1_a. There is a statistically significant relationship of contract security officers' positive perceived organizational support is related to negative turnover intention.

H2₀. Contract security officers' organizational commitment is not statistically significant as related to the outcome of turnover intention.

H2_a. There is a statistically significant relationship of contract security officers

positive organizational commitment related to negative turnover intention.

H3₀. Contract security officers' employee engagement is not statistically significant as related to their turnover intention.

H3_a. There is a statistically significant relationship of contract security officers' positive employee engagement is related to negative turnover intention.

H4₀. The linear combination of the independent variables of contract security officers' perceived organizational support, organizational commitment, and employee engagement is not statistically significant as related to the dependent variable of turnover intention.

H4_a. There is a statistically significant relationship of the linear combination of the independent variables of contract security officers' perceived organizational support, organizational commitment, and employee engagement is related to the dependent variable of turnover intention.

Nature of the Study

A quantitative nonexperimental correlational design was used to analyze work related attitudes of perceived organizational support, organizational commitment, and employee engagement on the outcome turnover intention among contract security officers. Correlational designs are best suited for examining relationships among variables and quantitative method aligns with the purpose and research questions (Vogt, Gardner, & Haeffele, 2012). Further, the examination of this interrelationship can explain why a phenomenon occurs (Corley & Gioia, 2011) and stimulate future studies on various work related attitudes and outcomes. If a linear relationship exists, a correlation coefficient measures the strength of the relationship between variables. Using

organizational support theory (OST) as the theoretical backbone of this study because understanding the correlation of perceived organizational support, with affective organizational commitment, job satisfaction, and other attitudinal outcomes has been a draw to the study of organizational support theory (Kurtessis et al, 2015). The goal of this study was to investigate the relationship, if any, between work-related attitudes identified above on the organizational outcome of turnover intention of contract security officers.

Significance of the Study

Much of the research examining behaviors and attitudes of temporary, contingent, or contracted employees has yielded mixed results and the majority of the findings have suggested permanent employees possess higher organizational commitment than temporary employees (Haden et al., 2011). A significant organizational limitation in the literature is to analyze what is known about perceived organizational support, organizational commitment, employee engagement and turnover intention in standard employees against contract workers so as to understand the similarities and differences in the workforce. Such knowledge would be important for organizations seeking to effectively recruit, hire, and retain a quality workforce tailored to its permanent or temporary needs. The purpose of using correlational analysis was to examine relationships, if any, among the variables of employee engagement, organizational commitment, perceived organizational support to determine positive or negative outcomes of turnover intention of contract security officers (Biswas & Bhatnagar, 2013) There are numerous researchers who have studied work related attitudes with focus on turnover intention of police (Gillet, Haurt, Colombat, & Fouquereau, 2013), military

personnel (Johnson, 2015), and correctional officers (Matz et al., 2012); however, most these studies are limited to long term employment. To date, very little researchers who have focused on work related attitudes of contract workers and there are no known studies that examined security officers who are hired by one organization but executing work activities at a different organization (Bitzer, 2006). Specifically there were no studies found with perceived organizational support, organizational commitment, employee engagement, and turnover intention as variables with a focus on this population. This is significant because the role of security officers extends beyond the responsibilities of responding to emergencies, escorting duties, and performing patrols to protecting assets and when there is rapid turnover, particularly within these positions, it can weaken an organization's ability to protect critical information.

Since contract employees are working simultaneously for two organizations, the agency and the client organization, the study of contract employees' organizational commitment is even more complex than the study of organizational commitment of standard employees (Haden et al., 2011; Lapalme et al., 2011). Contractor work arrangements thus provide a unique, yet complex research opportunity because these employees are fully employed through the contracting agency, but engaging in work activities and experiences at the client organization (Boswell et al., 2012). As a result of working for two organizations simultaneously, contract employees may form commitments to both the contracting agency and the client organization (i.e., dual commitments) (Liden et al., 2003). Results from an investigation of the relationships of employee engagement, perceived organizational support and organizational commitment on turnover intention among contract security guards fulfills a gap in literature in this

understudied area. Findings from this study contribute to a better understanding of the roles these constructs have in turnover intention within this population.

Definition of Key Terms

Affective commitment. Affective commitment, a component of organizational commitment, is defined as, “the employee’s emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so” (Meyer & Allen, 1991, p. 67).

Continuance commitment. Continuance commitment is an employee’s perception associated with the costs of leaving the organization (Meyer & Allen, 1991). Continuance commitment is expressed when employees stay with the organization because they believe they have to (Yücel, 2012).

Contract employees. Contract employees are workers who have been hired by one organization but work on site for another organization (Boswell et al., 2012) and can include independent contractors, contract based workers or self-employed workers who sell their services to client organizations on a fixed-term basis (Wilkin, 2013). Cappelli and Keller (2013b) defined these employees as “subcontractors” whose services have been provided by a contracting company to a client organization for a fee. For the purpose of this study the term *contract employee* is used to define the targeted population, more specifically contract security officers.

Contract security officers. Non-police or correctional officers are professionals whose services have been subcontracted by a contracting company to a client organization for a fee (Cappelli & Keller, 2013b). Fischer et al. (2013) used the term

“contract” security services and Sennewald (2011) defined this category of employees as “noncareer” personnel who are employees of another company and perform duties for another organization on a contractual or service fee basis. For the purpose of this study security officers are working under contract at a client organization.

Employee engagement. There have been dozens of studies and several meta-analyses published examining employee engagement, yet despite the growing popularity of this construct, inconsistencies remain for a universally accepted definition of employee engagement, validity of measurement tools, along with theoretical basis for employee engagement (Saks & Gruman, 2014). Kahn (1990) defined engagement is the extent to which an individual is psychologically present in performing individual work roles (as cited by May, Gilson, & Harter, 2004). Extending this notion, May et al., (2004) defined employee engagement as being comprised of emotional and physical components; a cognitive aspect concerning employees’ beliefs about the organization, emotional aspects impact employees’ attitudes toward the organization and physical aspects concern the physical energy put forth by an individual to perform. These components facilitate affective and psychological attachment to the job and the organization. Furthermore, engaged employees are more likely to demonstrate behaviors that are supportive of the organization’s mission (Kataria et al., 2012).

Recent research has shown that standard workers as well as contract workers respond positively when engaged by the client organization (Buch, Kuvaas, Shore, & Dysvik, 2014). Employee engagement defined through this study is captured using three dimensions: emotional exhaustion, cynicism, and reduced professional efficacy (Maslach, 2011).

Organizational commitment. Organizational commitment is the psychological bond that employees develop with the organization. Meyer and Allen (1991) termed three components of commitment; normative commitment, affective commitment, and continuance commitment. Research examining behavioral attitudes, particularly organizational commitment, in standard employees versus temporary (i.e., part time, or contract) employees has mixed results (Haden et al., 2011). Haden et al. (2011) and Wilkin (2013) examined organizational commitment characteristics noting that although some previous research results reported that permanent employees are more committed to the organization others results found temporary employees reported higher organizational commitment from permanent employees.

Normative commitment. Normative commitment reflects an employee's feeling of obligation to remain in an organization because of a sense of obligation remain with the organization (Meyer & Allen, 1991). Normative commitment can develop as a result of an employee's perception of moral obligation to repay of organization because of certain trainings that have assisted in the development of the employee development training (Yücel, 2012).

Perceived organizational support. Huntington, Hutchison, and Sowa (1986) defined perceived organizational support as employees' perception concerning the degree to which the organization values employees' contributions, and the extent the organization is concerned with employees' well-being (Rhoades & Eisenberger, 2002). Perceptions of organizational support are influenced by various aspects of the employee's treatment by the organization as well as the employee's interpretation of the motives for the treatment. As with standard employees, in the social exchange theory and the norm

of reciprocity, scholars have suggested that high perceptions of organization support positively affect employer-employee relationships. Furthermore, when employees feel cared about and understand that contributions made to the organization are valued, attitudes and behavior are reciprocated. Additionally overall commitment to the organization is stronger (Zagenczyk et al., 2011). This construct is examined in a triangular relationship concerning the perceived support contract employees feel from their contract organization (Boswell et al., 2011).

Turnover. Turnover is used to describe the act of an employee physically terminating from the employer. This voluntary resignation is typically initiated by a psychological even resulting in the decision to severe employment (Cificioglu, 2011). For the purpose of this study only propensity to leave (turnover intention) is measured, not actual turnover.

Turnover intention. Kumar and Koh Geok (2012) defined turnover intention as an employee's decision to voluntarily leave the organization further citing turnover intention as one of the strongest predictors of actual turnover (Kumar & Koh Geok, 2012).

Summary

Employee turnover has increased among all industries and has reduced profitability due to the rising costs of replacing the departing employee (Ballinger et al., 2011). Depending on the position being refilled, the costs associated with employee turnover can range from 25%-500% of the departing employee's salary (Ballinger et al., 2011). Turnover of security officers is particularly high; the average national turnover rate for security officers is 121% with a high of 300% (Brislin, 2014). Some officers

vacate the position within four months to one year after taking the job (Bitzer, 2006). Research has suggested these high rates are a result of more qualified and higher performing individuals leaving due to better employment opportunities, but also negative job satisfaction and organizational commitment (e.g., Matz et al., 2012).

As use of contracting service organizations increases and the reliance on contract employees grows, so do the challenges that face management staff of these workers. Among the challenges for contract workers are job satisfaction, role conflict and ambiguity, and organizational commitment to both the contracting agency and client organization (Haden et al., 2011; Wilkin, 2013). In particular, the concept of perceived organizational support, employees' perception concerning the degree to which the organization values employees' contributions, and the extent the organization is concerned with employees' well-being, is examined (Baran et al., 2012; Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002). Additional variables addressed are employee engagement, organizational commitment, and turnover intention.

There are limited authors who have examined what is known about turnover intention in standard employees against contract workers and use these findings to understand the similarities and differences in the workforce. Although the nature of most contract employment arrangements is temporary (Wilkin, 2013) in this study, the focus is on contract security officers whose client organization sell their security services to client organizations on a fixed-term basis.

Since employee turnover directly affects a company's financial results, it is important that organizations understand antecedents and consequences of perceived

organizational support. With a better understanding of the relationships among employee engagement, organizational commitment, perceived organizational support and turnover intention among security guards and patrol services, appropriate retention strategies can be incorporated to reduce turnover and improve business performance (Biswas & Bhatnagar, 2013). The purpose of the study was to examine work related attitudes and perceptions of perceived organizational support, organizational commitment, and employee engagement on the organizational outcome of turnover intention. The population for this study was contract employees and the method of this study was to utilizing what is known about these work related attitudes in standard employees. Attachment theory, social exchange theory, and organizational support theory are examined in this regard, including an explanation of how practitioners have applied these theories to understand organizational behavior of contract employees.

The following chapter, the literature review, is a historical overview of security, security professionals and background on changes in traditional hiring arrangements that have resulted in a dynamic 21st century work force. Additionally defined are the key work related attitudes examined in this study; employee engagement, perceived organizational support, and organizational commitment in relationship to turnover intention among standard employees as well as contract or temporary employees.

Chapter 2: Literature Review

The purpose of the literature review is to develop a framework for examining and synthesizing the relevant research as it relates to the study of employee engagement, organizational commitment, and perceived organizational support on turnover intention among contract security officers. To date, no researcher has focused a study examining these variables and correlations, or provided an opportunity for future research with regard to this unique and understudied population. To address the gap in literature, this study involved exploring correlations among work related attitudes on contract security officer's intention to leave their contracting organization. The findings from this study could provide managers of both contract security service organizations and client organizations with a better understanding of turnover intention among contract security officers. With a better understanding of the factors that lead to actual turnover, managers can develop preventative measures addressing turnover. An exhaustive discussion of turnover preventative measures and retention strategies is beyond the scope of the study and will not be addressed in depth.

The literature review consists of several parts beginning with the strategy utilized to conduct the review. Covered in this literature review is an explanation regarding the focus of this study on contract security officers along with a restatement of the purpose of this study and an exploration of the link to the problem statement. The theoretical frameworks that place this study in proper context with regard to similar studies are addressed. After the discussion of the theoretical frameworks, the variables used in the study are defined from both seminal studies and contemporary studies. The literature review included an examination of the theories used to examine turnover intention,

studies in the areas of perceived organizational support, organizational commitment, employee engagement, and turnover intention. Further discussed were how traditional employment relationships in the U.S. have evolved (Cappelli & Keller, 2013a) and the new reliance on contracted labor. This chapter concludes with a summary of literature reviewed.

Documentation

Several research strategies were applied in order to obtain appropriate sources for the literature review. The Northcentral University (NCU) library's Internet databases were selected for the literature search. The databases included Google Scholar, ProQuest, EBSCOhost, and Northcentral University dissertations, as these sites provided access to volumes of scholarly peer-reviewed journals, dissertations, trade publications, magazines, and newspapers. Keyword search were utilized in various combinations to identify articles related to the variables of this study, terms included *employee engagement, organizational commitment, perceived organizational support, turnover, and turnover intention*. To identify articles related to the theories that are foundational to the study of organizational turnover intention key words and terms included *attachment theory, organizational support theory, norm of reciprocity, and social exchange theory*. Additionally to find articles related to the population for this study, key word searches include terms of *temporary workers, contingent workers, correctional staff, and security guards/officers*. Lists and combination searchers were modified and relevant literature was revealed. Additional filters included peer-reviewed articles published between the years of 2011 to 2015. In summary, the focus of the literature review was to provide historical context on how the United States has shifted from traditional employee,

employer relationships to alternative forms of employment, and in particular how this has affected the security profession. Additionally, work related attitudes of perceived organizational support, employee engagement, organizational commitment and the outcome of turnover intention specific to non-standard employees, such as contract employees is explored.

Changing Workplace in the New Economy

Organizations have shifted from traditional hiring paradigms to hiring contingent employees and outsourcing many core functions while keeping a distance in employee relationships. Long-term, stable employer- employee relationships have been replaced by contingent arrangements, allowing contemporary organizations flexibility to adapt to their changing needs (Bidwell et al., 2013). Today's workplace has changed vastly in the last 50 years to accommodate the new economy.

Post World War II, the U.S. employment landscape was inwardly focused and mobility in jobs came from within the organization. Most workers were expected to stay with their organization for throughout their careers and pay was aimed at maintaining equality in the organization. However, since the 1980s, employment systems have changed from these previously closed systems to a more open system approach, with a focus toward external markets. Tenure has declined and downsizing has increased. Organizations are now employing more contingent workers to fulfill core functions (Bidwell et al., 2013). Dey, Houseman, and Polivka (2012) also examined the rapid growth of blue-collar workers in the staffing sector dating to the 1980s, particular in manufacturing Bidwell et al. (2013) discussed how this shift in employment practices has affected equality among different grounds of workers. "Stable long-term exchanges

between employers and employees have been replaced by more flexible arrangements that allow organizations to adapt to changing demands for their goods and services by restructuring, downsizing, and outsourcing” (p. 66). The scope and scale of these employment changes have been explored by other researchers, Hollister (2011), in particular detailed the substantial changes in work tenure. Bidwell (2013) further postulated that decline in tenure was indicative that workers are moving between jobs and spending less time with a single employer.

Recent changes in employment are consequences of fundamental organizational and economic changes. Nationally the United States has moved from manufacturing work environments to technology drive job markets reaching a global market (Bidwell et al., 2013). Over the past 30 years rapid growth in information technology and foreign competitions have increased organizational pressures for increased flexibility and reduced costs (Bidwell et al., 2013). As noted by Swart (2011), after the recession many companies were cautious to hire full time, permanent employees causing an increase in contingent labor. Using contingent labor force allows organizations to be flexible in staffing needs but can come at a risk to include profitability, stock prices, inability to attract new talent, reputational consequences and co-employment concerns. However, when managed effectively the use of contingent labor that be effective for the changing organization of today. The use of contract workers is advantageous for businesses because for several reasons. Utilizing this form of employees enables company leaders to augment the traditional workforce and gain access to a specific knowledge level, skill set, as well as have the ability to build up or down as the business needs dictate. Additionally these types of workers do not require the organization to front the bill for employer-

provided benefits and paid time off which results significant cost savings. These alternatives to traditional employment, account for 20% of individuals working in the United States, a percentage higher from other countries. Although typically lumped together and defined as “nonstandard work” these various alternatives are often very different from each other. This creates the need for researchers and practitioners alike to understand these growing arrangements in order to resolve the turnover battle within this population (Cappelli & Keller, 2013b).

A consequence of the terrorist attacks on September 11, 2001 increased private security expenditures in the United States and the demand for security services, in particular security officers (Fischer et al., 2013). Although the single most important role of the security function is to protect property, people, and assets this protection is one of the most expensive countermeasures in an organization (Sennewald, 2011). To better understand the reason for focusing on contract security officers, the history of security, the evolution of the profession provide context to examining work related attitudes and outcomes within this growing population

History of Security

Security can be conceptualized as a state which is absent of risk. Security is a multidimensional and diverse in practice which exacerbates the difficulty in providing a single definition that is all encompassing of all applied domains of security. The definition of security is dependent on application and context (Newsome, 2013).

Historically security has been narrowly defined through traditional methods of protecting people and property using guards, guns, and gates (Purpura, 2013). Whereas Cabric (2015) summarized, security should not be defined or explained through linguistic

analysis of the meaning of the work, but the essence of security. Possibly one of the oldest professions, security dates to the beginning of life and the instinct to protect it.

The context of security in this study is an exploration of the profession throughout the decades with focus on contracted security officers.

History of Security Professionals. Prehistoric humans depended on nature as protection, using caves and large rocks as natural barriers. Soon these prehistoric forms evolved from protective layers of security to more complex, redundant forms to block invasion attempts by adversaries. As societies became more complex, security roles in leadership, authority, and organizations evolved (Purpura, 2013). As noted by Brislin (2014), the development of security professionals developed through common laws in England and private security are believed to have been established with the forming of Pinkerton Detective Agency. Although security has been traditionally defined as law enforcement personnel, armed forces, or private security, over the last decades of the 20th century private security has become more professionalized and diverse (Purpura, 2013) Laws were developed creating the need for peace and protection. Over the next hundred years, attempts were made to improve protection and justice. Those able to afford it hired private security forces to protect their businesses. By the 18th century, citizens in England were force to carry weapons for their own protection. The middle of the 1800s was a turning point in private security law and enforcement in American with the invention of the burglar alarm. By the 19th century, the private security business in the United States became more robust with the growth of railroads and labor unions.

Dalton (2003) defined several eras that have evolved the security profession today; the first of these being the physical security era. Since the early 1960s security

professionals have transformed from the role of fire watch and night watchmen into more classical security duties and expanded into physical security duties. During the physical security era personnel performed patrols, responded to medical emergencies, escorted employees, and transformed into a more visible role by staffing lobbies and serving as receptionists. It was during this era, security was relabeled loss prevention, a term that is largely used today in describing assets protection particularly in the retail sector (Dalton, 2003). As discussed by Dalton (2003), this new label was an attempt to better position security professionals as a value-added contributor. Those in the security industry aimed to distance the profession from the days of night watchmen and into a role that more could view as valuable. Toward the end of the physical security era, security had expanded into proactive initiatives and developing employee awareness programs.

Corporate Security Era. Slowly the security profession was redefined as a corporate-wide entity and viewed more as a necessity in protecting assets and people. During this time security evolved from the physical security era into the corporate security era. In this era security expanded roles in corporate security ranging from safety, investigative responsibilities and assuming the lead on security related incidents. As described by Dalton (2003), it was during the corporate security era the profession shifted from an operations-oriented program into a small group of professionals offering consulting and specialized services. As companies expanded around the world, corporate security also expanded into global security.

Global Security. In the Global Security capacity, security consultants and professionals have been called upon to serve in advisory positions. Corporate Security professionals have emerged as business managers and as business managers their

professional expertise does not need to be proven. However the expectation in protecting assets no longer needs to be intrusive to the company's operations. Organizations in this era understand a balance of resources, staff and technology. Employee awareness and security education demonstrate Security programs as a direct contributor to the bottom line (Dalton, 2003).

Total Assets Protection Era. The Total Assets Protection Era is “characterized by a focus on addressing all the corporate assets- tangible and intangible” (Dalton, 2003 p. 23). As this author discussed, prior to the Total Assets Protection Era, which started to emerge within the mid-90s, security's emphasis was solely on protecting physical assets. Within in this era was a renewed focus on protection of intangible assets in collaboration with other business units in protecting competitive intelligence, intellectual property, and other proprietary information (Dalton, 2003). The scope of security stretches beyond responding to emergencies, escorting employees and protecting intangible and tangible assets. In addition, security departments are now involved in strategic planning and have been asked to provide resources to assist in the decision making process in potential merger or acquisition cases. Security professionals understand their role in business and operational capacities (Brooks, 2010). As security has continued to evolve it is critical that security departments understand the importance of collaboration. This characteristic is what demonstrates the relationship between protecting physical assets as well as business and operational functions.

Security's role has expanded into new areas of responsibility that increase in matters of safeguarding intellectual property into global business activities that require protection. As noted by Dalton (2003) in order to be competitive and stay profitable in

today's environment even small companies have expanded globally. With these expanded markets come assets that must be protected from theft, sabotage and other forms of loss. As stated by Dalton (2003), global security is the new frontier and the era of total asset protection. The author defined three primary pillars that must be applied to the real world of asset protection; business risk analysis, human resource security and global operational support within these three pillars. Dalton (2003) described 24 areas of accountability ranging from analyzing current business risks, intellectual property protection, strategic partnering within HR , international HR security, executive protection, workplace violence prevention to global operational support from corporate policy development and site compliance and quality assurance. Security's role is diverse and must support the company's enterprises regardless of global location (Dalton, 2003).

Focus on Contract Security Officers

A review of the literature revealed vast research on work related attitudes of perceived organizational support, organizational commitment, and employee engagement in regard to negative outcomes of turnover intention. In a search within EBSCO host alone netted nearly 40,000 articles in regarding to perceived organizational support and turnover intentions, over 45,000 articles on the topic of organizational commitment and turnover intention, and nearly 18,000 with emphasis on employee engagement and turnover intention. A limitation in recent literature is only some researchers examined variables that lead to contract, contingent, or temporary workers turnover, and even fewer examined all variable identified for this study. Furthermore, there are no identified researchers or studies that have extended these variables among turnover intention of contract security officers. This is an understudied but growing population. Private

security personnel outnumber law enforcement and it is one of the fastest growing professions in the United States. There are approximately 1.5 million security officers in the United States, 2.5 times the number of public law enforcement.

Fischer et al. (2013) cited several advantages of hiring contract security officers over in-house/proprietary officers which included cost, administration, staffing impartiality and expertise. Since contract security officers generally receive fewer benefits, their services can be more economical for an organization. Additionally, hiring contract security officers saves on administrative duties such as scheduling, or substituting when an officer is sick or terminates employment. Furthermore, Fischer et al. suggested because these types of arrangements are what contracting service companies do for clients, these arrangements generally provide more experienced staff vs. the organization hiring and training employees, and potentially losing experienced staff when these employees terminate. These can be attractive advantages for an organization to hire contract security officers, however, Boswell et al. (2012) noted that since the contracting organization maintains some administrative control, the contract worker is likely to hold that organization responsible for positive or negative perceptions of organizational support at the client organization.

Based on the norm of reciprocity, perceived organizational support may be among the supporting factors that affect contract security officers' organizational behaviors (Eisenberger et al., 1986). Eisenberger et al. (1986) noted that if employees perceive the organization is committed to them, then these employees are more likely to also be committed to their organization. This distinction however, is not clear among contract

security officers who are employed by one organization but performing these services at a client organization. This relationship is examined in this study.

Theoretical Foundation

There are several theories examining employee turnover intention including attachment theory, social exchange theory, and organizational support theory. In the following study, attachment theory, social exchange theory, and the norm of reciprocity are briefly be discussed; however, organizational support theory served as the theoretical framework for examining contract security officers' organizational commitment, perceived organizational support, employee engagement, and turnover intention (Baran et al., 2012; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

Attachment theory. Attachment theory is based on the premise that humans just like many animals; naturally try to make and lasting bonds, or attachments. This natural instinct extends into the workplace in which employees have affective needs to secure relationship with the organization. Though considered one of the leading theories in personality research, little attention has been put toward investigating the role of individual differences within the workplace (Harms, 2011). As related to the central research problem of employee turnover, social exchange theory, and organizational support theory are theoretical frameworks most often utilized by researchers to examine employee turnover intention as well as the relationships of this outcome to employees' organizational commitment (Baran, Shanock, & Miller, 2012; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

Social exchange theory. As noted by Coyle-Shapiro et al., (2006), although there are different views of social exchange, the process creates a sense of obligation in

both employers and employees to reciprocate. Furthermore, what is of both empirical and theoretical importance is the extent to which contract employees develop a social exchange relationship with the client organization and how perceived organization support and organizational commitment are affected by this relationship (Coyle-Shapiro et al., 2006).

The social exchange framework was first conceived through the works of social psychologists Thibaut and Kelly (1959), and sociologists Homans (1961), and Blau (1964, as cited by Sabatelli, 2009). Social exchange theory is a dominant theoretical model used to explain workplace relationships (Cropanzano & Mitchell, 2005). Blau (1964) defined these relationships as both tangible and intangible which can include a number of benefits. Within the social exchange framework are core assumptions about the nature of individuals and relationships. The framework is categorized as: rewards, costs, and resources. As applied in an organizational setting, individuals form relationships with other individuals who provide these valuable resources (Karanges, Beatson, Johnston, & Lings, 2014). While there are several characteristics of social exchange within an organizational setting, the most significant is reciprocity whereas employees reciprocate socioemotional benefits perceived (Karanges et al., 2014). On the basis of social exchange theory, expressed by Eisenberger et al. (1986), perceived organizational support is strongly correlated with affective commitment because organizational commitment is developed as a result of perceived organizational support (Shore & Tetrick, 1991).

Norm of reciprocity. The word reciprocity is derived from the Latin word *reciprocare* which means “moving or flowing back and forth” (Göbel, Vogel, & Weber,

p. 34). In their literature review of management research on reciprocity, Göbel, Vogel, and Weber (2013) defined this term as a form of interaction that is fundamental and central to all social orders in which the motives for action are dependent on mutuality. The theory of the norm of reciprocity is an extension of the social exchange theory (Blau, 1964). Reciprocity within an organization is based on behavioral and symbolic conceptions of reward; employees give support and commitment to an organization in exchange for socio-emotional fulfillments, such as pay incentives, approval, and caring. The extent that both employee and employer apply reciprocity through favorable treatment leads to beneficial outcomes for both (Arshadi, 2011). When employees receive favorable treatment from their employer, there is a felt obligation to reciprocate this treatment through increased effort and commitment to the organization (DeConinck, 2011). The key issue involved in the perception of the organization as supportive, caring, and entailing positive social exchanges is perceived organizational support (Allen & Shanock, 2013). The more an employee perceives the organization is supportive, the greater the employee's sense of obligation to reciprocate which leads to a decrease of withdrawal behavior (Rhoades & Eisenberger, 2002). Conversely, perceptions of inferior treatment or exchanges can erode feelings of commitment (Boswell et al., 2012).

Organizational support theory. Organizational support theory (OST) in behavioral studies is expanding, particularly the theoretical application of this theory in modern organizations (Baran et al., 2012). Kurtessis et al. (2015) noted that organizational support theory has attracted a considerable amount of interest from researchers of organizational behavior because of the potential value in viewing employee -organization relationships from the vantage point of employees.

Understanding the correlation of perceived organizational support, with affective organizational commitment, job satisfaction, and other attitudinal outcomes has been a draw to the study of organizational support theory (Kurtessis et al., 2015). Recent studies on organizational support theory have elaborated on the roles of social exchange, attribution, and self-enhancement on employee's organizational behavior.

According to organizational support theorists, perceived organizational support is expressed through employees' perception of favorable or unfavorable treatment.

Perceived organizational support is a social exchange process wherein employees feel obligated to help the organization achieve goals and objectives. In turn, employees expect that increased efforts on the organization's behalf will lead to greater rewards. Perceived organizational support fulfills socioemotional needs, resulting in greater identification and commitment to the organization, an increased desire to help the organization succeed, and greater psychological well-being (Kurtessis et al., 2015).

Further extending application of this theory adds to understanding of employee turnover intention by analyzing the main construct of perceived organizational support and the relationship of this construct to employees' organizational commitment.

Developed by Eisenberger (1986), the base of organizational support theory is that employees associate humanlike characteristics to an organization and believe it to be capable of such characteristics. Furthermore, employees hold the organization, and members of the organization (i.e., supervisors), responsible for how employees are treated (Kurtessis et al., 2015). Organizational support theory is an application of social exchange theory in which employer-employees maintain the norm of reciprocity (Baran et al., 2012) and although there are different views of social exchange, the process creates

a sense of obligation to from employers and employees to reciprocate (Coyle-Shapiro et al., 2006). The foundation of organizational support theory is the more an employee perceives the organization is supportive, the employees' obligation to reciprocate increases which decreases withdrawal behavior (Rhoades & Eisenberger, 2002). As cited by Kurtessis et al. (2015), organization support theory emphasizes the self-enhancement process and perceived organizational support can lead employees to identify with the organization. This view of organizational support theory can be extended to better understand how specific issues affect employee behavior and advance behavioral science research. Future studies should apply the traditional application of organizational support theory to explain employee behavior (Cantor et al., 2012) and examine this theory to understand non-traditional work relationships (Baran et al., 2012).

As previously noted, the central construct of organizational support theory is perceived organizational support. Perceived organizational support is defined throughout literature as employees' perception concerning the degree to which the organization values employees' contributions, and the extent the organization is concerned with employees' well-being (Baran et al., 2012; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). When employees receive favorable treatment from their employer, there is a felt obligation to reciprocate this treatment through increased effort and commitment to the organization (DeConinck, 2011). According to Baran et al. (2012), increased scholarly interest in perceived organizational support is a result of the relevance of this construct in explaining organizational outcomes such as turnover. Because of the strong theoretical grounding that perceived organizational support has in organizational support theory, applicability of perceived organizational support can be used across many

occupations. Furthermore, because of the increased complexity of organizations in the twenty-first century, Zagenczyk et al. (2011) argued the formation of perceived organizational support is not only a psychological process, but also a social process. Current views of organizational support theory can be applied in many areas to advance understanding of employee well-being in a global and changing workplace. These areas, as defined by Baran et al. (2012), are the direct and indirect role of perceived organizational support; employee coping strategies of occupational stress, supportive work-life practices as related to perceived organizational support, and the influence of perceived organizational support on safe work behavior. One other current view of organizational support theory that extended research on nontraditional work relationships, focusing on populations such as temporary and contract workers in which nontraditional employees are in dual employment situation, is how perceived organizational support is formed for both organizations, and expressed in different ways (Baran et al., 2012). Another important extension of organizational support theory is the emphasis in self-enhancement process, identifying with the organization resulting in stronger bonds between employees and organizational leaders (Kurtessis et al., 2015). Utilizing organizational support theory and perceived organizational support to address these relationships extends the traditional view of organizational behavioral studies from fulltime employee relationships to contractor employees; a population that is increasing in today's organizations (Coyle-Shapiro et al., 2006). As defined by Wilkin (2013), contractors can be independent self-employed workers or contracted workers through agencies who sell their services to client organizations. The use of contract employees has changed the employee-employer relationships that are typical of standard employees

and extended studies on the hypothesis that “basic social-exchange processes inherent in organizational support theory are relevant to nontraditional work arrangements” (Baran et al., 2012, p. 133).

Applicability of Organizational Support Theory

As noted by Corley and Gioia (2011), exactly what constitutes as a theoretical contribution in organizational research is a puzzling, yet important question, and one that does not result in a definitive answer. Theoretically driven research is beneficial in explaining organizational behavior and can be directly applied to practice. Additionally, even the most robust theories should challenge and advance existing knowledge (Corley & Gioia, 2011). One robust organizational behavior theory is organizational support theory; this theory is the framework for understanding reciprocal relationships between the organization and employees. The current view of this theory has applicability in several organizational behavior areas to include employee engagement in environmental behaviors (Cantor et al., 2012), and outcomes of perceived organizational support (Baran et al., 2012). Organizational support theory identifies three processes that serve as the basis of perceived organizational support and these consequences: employees who perceive organizational support feel an obligation to reciprocate, employees who perceive organizational support have a fulfillment of socio-emotional need and enhanced well-being, and lastly, the construct of perceived organizational support “helps to determine the organization’s readiness to reward the efforts made on its behalf” (Baran et al., 2012, p. 125).

Eisenberger et al. (1986) proved the validity of organizational support theory through several empirical studies (Rhoades & Eisenberger, 2002). As synthesized,

organizational support theory is based on the reciprocal exchange between employees and employers. Employees will give to the organization to the degree perceived the organization will fulfill socio-emotional needs (Baran et al., 2012). When employees receive favorable treatment from their employer, there is a felt obligation to reciprocate this treatment through increased effort and commitment to the organization (DeConinck, 2011). Applying organizational support theory to perceived organizational support can be used to advance the understanding of the changing workforce in the twenty-first century and the continued problem with employee turnover (Baran et al., 2012).

Perceived Organizational Support?

Perceived organizational support is an important concept in organizational literature and widely studied with regard to employee performance and retention (Iqbal & Hashmi, 2015; Rhoades & Eisenberger, 2002) Perceived organizational support is employees' perception concerning the degree to which the organization values employees' contributions, and the extent the organization is concerned with employees' well-being. The main consequences of perceived organizational support are commitment, citizenship behavior, job-related affect and strain, performance, and withdrawal behaviors (Baran et al., 2012; Rhoades & Eisenberger, 2002).

In the social exchange theory and the norm of reciprocity, scholars suggested that perceived organizational support has positively affected employer-employee relationships. Researchers of triangular work relationships, like those of contractor-client organization-contracting organization, have utilized social exchange theory to examine antecedents and consequences of contract employees' commitment to both client organization and contracting organization (Liden et al., 2003). Buch et al. (2014)

detailed that although existing research has indicated that perceived organizational support among both the client organization and the contracting should parallel to positive behaviors and attitudes in the client organization; however, there is very little research on this interplay.

Antecedents and Consequences of Perceived Organizational Support

Organizational support theory addresses the antecedents and consequences of perceived organizational support. Perceived organizational support antecedents include fairness, supervisor support, and organizational rewards and job conditions; all are known to increase perceived organizational support (Baran et al., 2012; Rhoades & Eisenberger, 2002). The following is a discussion of each based on a meta-analysis of the antecedents of perceived organizational support by Rhoades and Eisenberger (2002).

Fairness. Fairness is among the most influential and significantly related antecedents to perceived organizational support and often refers to the degree of procedural justice with an organization. Employees are highly aware of treatment received and adverse to treatment in a manner perceived as unfair or not deserved (Eisenberger & Stinglhamber, 2011). Echoing the antecedent of fairness, Chen and Indartono (2011) examined employees' perception of equity and perception of organizational politics on trust of organizations and effect on commitment. It was hypothesized that employees' perception of equity and levels of trust in organizations are positively related to their organizational commitment and employees' perceptions of organizational politics is negatively related to organizational commitment (Chen & Indartono, 2011). As discussed by Eisenberger and Stinglhamber (2011), if employee's perceptions of organizational politics come at the expense of organizational goals or

treatment of employees, organization commitment and perceived organizational support suffer.

Supervisor support. Shanock and Eisenberger (2006) examined the role of supervisor support and the relationship of this construct to subordinates' perception of organizational support. As hypothesized, supervisors' perceived organizational support was positively related to subordinates perceived supervisor support and also positively associated with their perceived organizational support, in-role performance and extra-role performance. These findings are consistent with research on the norm of reciprocity, a component of organization support theory, which provided evidence regarding the importance of supervisors' perceived organizational support on performance and perceptions of subordinates (Rhoades, Eisenberger, & Armeli, 2001). These results are indicative that supportive treatment of subordinates may originate from the supervisors receiving supportive treatment from the organization (Shanock & Eisenberger, 2006). Guchait, Cho, and Meurs (2015) further summarized that supervisor support is considered an important predictor of perceived organizational support because supervisors are responsible for directing and evaluating employees' performance. Therefore, subordinates tend to view the supervisor as a personification of the organization treatment by their supervisor is indicative of positive or negative organizational support. Additionally the positive relationship between perceived supervisor support and organizational support is consistent with organizational support theory, in which supervisors, as representatives of the organization, contribute to positive or negative perceived organizational support (Kurtessis et al., 2015). Employees who

perceive their supervisors as valuing their contributions show increased perceived organizational support (Guchait et al., 2015).

Organizational rewards and job conditions. The final antecedent to perceived organizational support concerns organizational rewards and job conditions such as recognition, pay, promotions, and job security. Nitesh, NandaKumar, and Asok (2013) investigated the relationships among employees' pay and perceived organizational support, employees' organizational commitment, and employee turnover with a focus on rewards and job conditions. Data was analyzed to evaluate the impact of pay on employees' organizational commitment both affective commitment and normative commitment. Nitesh et al. concluded that pay was significantly related to employee emotional and normative commitment; however, no relationship existed between pay and long-term employee commitment. These findings could be extended in future studies examining pay as an antecedent to enhanced employees' organizational commitment, however this aspect is beyond the scope of this study Other researchers who have examined perceived organizational support in the last decade, have explored meeting employee psychological and socio-emotional needs as mediators of perceived organizational support and organizational commitment. In one meta-analysis, Baran et al. (2012) examined nontraditional work relationships whereby by the nature of this type of employment, these employees form perceptions of organizational support toward both organizations yet these are expressed in different ways (Baran et al., 2012).

Organizational Commitment

Organizational commitment has often been considered one of the most critical employee attitudes because of the relative strength of an individual's involvement and

identification to an organization often determines the success of that organization (Chao-Chan & Na-Tine, 2014). Researchers have examined behavior attitudes in standard employees against temporary, part time, or contract employees which have resulted in mixed findings. While some researchers concluded permanent employees are more committed to the organization, other researchers have found that temporary employees reported higher organizational commitment to companies that contracted their labor than permanent employees (Haden et al., 2011; Wilkin, 2013)

Organizational commitment definitions are primarily based on the seminal study by Meyer and Allen (1991) in which three distinct types of organizational commitment emerged: affective commitment, continuance commitment, and normative commitment, perceived obligation to remain with an organization. These authors defined affective commitment as the degree employees identify with, emotionally attached and involved with the organization. A high level affective commitment is reflective of an employee's desire to stay with the organization because of desire to stay (Yücel, 2012). Continuance commitment is an employee's perception they have to stay with the organization because of the costs of leaving (Yücel, 2012). Normative commitment is employee's feeling of obligation to remain in an organization (Meyer & Allen, 1991). Normative commitment can develop as a result of an employee's perception of obligation to repay of organization because of benefits received that may include specialized training, or tuition reimbursement (Yücel, 2012).

Employee Engagement

The concept of employee engagement has garnered widespread attention among organizational behavior researchers. However there is confusion regarding the meaning

and distinctiveness of employee engagement (Bakker, Albrecht, & Leiter, 2011). As cited by Saks and Gruman (2014), in the last 10 years there have been several studies published on employee engagement, yet a void remains in a universally accepted meaning, measurement this construct.

Research on employee engagement is problematic not only because of a lack of definition of the term, but there is no generally accepted theory of employee engagement (Saks & Gruman, 2014). The first definition of employee engagement in literature was introduced by Kahn (1990) who defined engagement is the extent to which an individual is psychologically present in performing work roles (as cited by May, Gilson, & Harter, 2004). Kahn (1990) asserted the engagement construct is distinct and suggested that individuals make a rational choice on the extent in which they will bring their true selves into performing work tasks. Extending this notion, May et al. (2004) defined employee engagement as being comprised of emotional and physical components; a cognitive aspect concerning employees' beliefs about the organization, emotional aspects impact employees' attitudes toward the organization and physical aspects concern the physical energy put forth by an individual to perform. These components facilitate affective and psychological attachment to the job and the organization. There are many advantages to engaged employees, including higher productivity and profits, reduce turnover and organizational (Wollard & Shuck, 2011). Both the employees and the employers benefit from the reciprocal nature of engagement and when employees are given the opportunity to be involved in decisions that affect their overall attitude about their job (Noblet & Rodwell, 2009). Furthermore, engaged employees are more likely to demonstrate behaviors that are supportive of the organization's mission (Kataria et al., 2012).

Rich et al. (2010) argued that employee engagement, more so than job satisfaction and job involvement is a more complete depiction of self. In concurrence, Christian, Garza, and Slaughter (2011) concluded, employee engagement is distinguishable from job involvement, job satisfaction, and organizational commitment and therefore should be considered a higher motivational construct. Christian et al. (2011) identified three common characteristics defined throughout engagement literature: a psychological connection to performing tasks, an investment of self or personal resources in work tasks and that engagement is not as much a trait or characteristic of employees, but a state of being. These authors defined engagement as “a relatively enduring state of mind referring to the simultaneous investment of personal energies in the experience of work” (p. 45).

Although there is a lack of consensus of definition, throughout literature two themes of employee engagement research have emerged. First, employee engagement has been praised among researchers as a key to organizational success and competitiveness. Researchers have claimed that employee engagement is linked to an organization’s success and competitiveness (Saks & Gruman, 2014). Crawford, LePine, and Rich (2010) noted engaged employees contribute to higher organizational profits, increased productivity, and higher customer satisfaction. Once employees develop trust with their employer they are more likely to be engaged in the organization (Wollard & Shuck, 2011). Level of engagement can also be affected through disciplinary policies and procedures. When employees perceive that the organization practices fair disciplinary policies, they develop higher levels of commitment, and productivity (Shane, 2012).

The second theme to emerge in engagement literature is that although employee engagement has positive organizational outcomes, employee engagement in the United States is on the decline with deepening disengagement among employees today. According to some findings, half of all Americans in the workforce are neither fully engaged or are disengaged. Saks and Gruman (2014) described this as “engagement gap” and it is costing businesses in the United States billions of dollars a year in lost productivity.

As previously noted, much of the research on employee engagement has ties to burnout. In their research on employee engagement, Crawford et al. (2010) examined job demands and job resources summarizing that job demands and burnout were positively associated whereas job resources and burnout were negatively associated. Furthermore, the relationships among job resources and engagement were consistently positive. The authors defined several different types of resources that were positively related to engagement including autonomy, feedback, development opportunity, and rewards and recognition. Crawford et al (2010) examined how working conditions can act as antecedents of engagement and burnout and summarize that engagement is separate from burnout. Cole, Walter, Bedeian, and O'Boyle (2012), however, questioned the distinctiveness of engagement from burnout and noted concerns that engagement is similar to burnout. The inconsistencies in research on whether employee engagement is distinct from job burnout make the study of these variables difficult. For the purpose of this study, employee engagement is measured utilizing the Maslach Burnout Inventory General Survey (MBI-GS); Schaufeli, Leiter, Maslach, & Jackson, 1996) evaluate the

burnout– engagement continuum among employees using three dimensions: emotional exhaustion, cynicism, and reduced professional efficacy.

Recent research has demonstrated that standard workers as well as contract workers respond positively to their contracting organization when engaged by the client organization and are more likely to stay (Buch et al., 2014). Although there is copious research on employee engagement, few published studies address interventions or methods to enhance engagement to minimize turnover intention, and ultimately actual turnover (Bakker et al., 2011).

Turnover Intention

Turnover intention is a time-based process in where there are determinants, attitudinal causes followed by quit intentions and ultimately, actual turnover. Although eventually everyone leaves an organization, different types of staying and leaving exist. Among these types is voluntary turnover (Hom et al., 2012). Identified in current literature are several factors that contribute to turnover intention. Employees who are satisfied in their jobs are less likely to seek alternative employment (Yücel, 2012). The topic of turnover in the 21st century has garnered widespread and global attention (Hom, 2011). Not only is continuous employee turnover expensive but it is linked with low productivity and poor organizational health, creating a gap in effective business processes which can lead to loss in competitiveness and, eventually, bankruptcy (Becker & Cropanzano, 2011).

Turnover is used to describe the act of an employee physically terminating from the employer. This voluntary resignation is typically initiated by a psychological event resulting in the decision to sever employment (Cifcioglu, 2011). Before an employee

terminates employment, the construct of turnover intention is used to describe an employee's decision to leave and seek other opportunities (Yücel, 2012). Turnover intention is defined as the cognition withdraw process that includes thoughts of quitting, intention to look for another job, and intention to quit, but not to the element of turnover itself (Olcer, 2015). Although turnover intention does not always result in actual turnover, several studies have indicated that the two are highly correlated (Ertas, 2015).

Low organizational commitment results in higher turnover intentions (Cificioglu, 2012). Cappelli and Keller (2013b) noted that most literature and turnover models are based on full time employee-employer relationships and does not account for alternative work arrangements such as contractors. After decades of research, Joo, Hahn, and Peterson (2015) argued there is a theory-practice divide in recognizing the need to retain skilled and valued employee. This divide is due primarily on the lack of understanding of what predicts intention to leave the organization. Adding to the complexity of this issue is, turnover intentions of employees differ significantly based on age, marital status, educational level and level of management Dwivedi (2015).

The purpose of conducting this study was to extend traditional employment definitions to alternate work arrangements, such as those of contract security officers to better understand factors that determine turnover intentions of this population. Turnover intention was used as the dependent variable instead of actual turnover because work related attitudes were measured rather than exact reasons for turnover.

Consequences of Turnover Intention

Work related factors influencing turnover intention include corporate ethical values (Valentine et al., 2011) organizational commitment (DeConick & Bachmann,

2011), employee engagement (Bothma & Roodt, 2013) and job performance (Natarajan & Gong, 2011). In the identified studies, positive work related attitudes, negatively related to turnover intention. The most significant consequence of turnover intention is actual turnover. Colling (2013) noted two major consequences of turnover as increased training costs as a result of losing knowledgeable workers, and lower program quality. Additional consequences can include administrative and scheduling conflicts, as well as increased dissatisfaction of current security staff. Although employee turnover creates financial strain on organizations because of the costs associated with replacing departing employees, costs such as knowledge loss within the organization are difficult to quantify. Though research focused on knowledge loss is still evolving, departing employees take a wealth of knowledge about routines and awareness about work practices (Daghfous, Belkhodja, & Angell, 2013). Also noted for service organizations, such as contract security services, inexperienced personnel suffer from this consequence because they generally lack robust expectations and routines. Lack of direction and experience can also have negative consequences in customer experience (Daghfous et al., 2013).

Summary

Traditional employment arrangements are changing. Over 1/5 of workers in the United States perform economic work under arrangements that differ from full-time employment models, however many studies still do not address organizational behaviors of these populations (Cappelli & Keller, 2013b). The purpose of this study was to examine perceived organizational support, organizational commitment, and employee engagement on turnover intention among contract employees utilizing what is known about these variables in standard employees. As more companies utilize contract

employees, there are increased challenges facing management staff of these workers, including organizational commitment (Haden et al., 2011). Employee engagement, organizational commitment, perceived organizational support, and turnover intentions have been recently examined in contract employees, yet most explanations are based on an on-going employment relationship model of full-time permanent employees (Lapalme et al., 2011). To address this gap, data was collected and analyzed to investigate turnover intention of standard employees and contract employees to better understand which of the identified work related attitudes influence contract employee's turnover intention. In particular, a need exists to determine turnover intent among contract security officers and to examine the degree to which meeting emotional needs, such as socio-emotional, can influence organizational commitment and well-being.

Among the ethical considerations examined in Chapter 3 is the population for this study could be considered vulnerable subjects. Conducting research at the workplace, as well as any subsequent findings, may have a positive impact on employees and their work environment. However, with the benefits of workplace studies come ethical concerns, because research at the workplace can create vulnerable subjects. Certain vulnerable subjects included those who are less able to protect themselves against another person and their interests in a given setting or situation. One vulnerability that may arise in the workplace is when the employer has encouraged employee participation; employees may feel peer pressure or fear that not participating could lead to retaliation, an inability to be promoted, or even loss of employment, defined as "paycheck vulnerability" (Rose & Pietri, 2002). Other risks or ethical concerns for employers arise when employees may feel entitled to added incentives for participation or results from the

study not being accurate because the employee may feel the need to answer questions in a way that benefits the company (Rose & Pietri, 2002).

Chapter 3: Research Method

The single most important role of the security function within an organization is to protect property, people and assets. However, this protection is one of the most expensive countermeasures in an organization, but are critical to every organizational security system (Sennewald, 2011). When exploring hiring of security personnel, an important decision of management is whether to hire in-house (proprietary) staff, contract out these services to a security services agency (i.e., “outsource”) or to use a mix of both in-house and contract security personnel (Fischer et al., 2013). Among the factors considered in this decision process includes costs, flexibility, control the manager has over the security personnel, and also the level of commitment of the officers. Outsourced staff may include contract employees who have been hired by one organization but work on site for another organization (Boswell et al., 2012), independent contractors, contract-based workers or self-employed workers who sell their services to client organizations on a fixed-term basis (Wilkin, 2013). Sennewald (2011) defined this category of employees as “noncareer” personnel who are employees of another company and perform duties for another organization on a contractual or service fee basis. Regardless of various definitions, contemporary organizations are now relying more and more on such work arrangements for greater human resources flexibility in order to reduce labor costs and as a prescreen for permanent positions (Haden et al., 2011). The use of contract employees has changed the longstanding employee-employer relationships to a triangular system consisting of a contract worker, contracting organization, and the client organization (Boswell et al., 2012).

Although growth in contract employment in both the private and public sectors has increased with no signs of tapering off, there is very little empirical research examining such nontraditional work relationships (Wilkin, 2013). In particular, an understudied aspect is how perceived organizational support, organizational commitment, and employee engagement are expressed in this population. Since most organizational behavior studies have focused on full-time permanent employees, assuming a two-party relationship between the employee and employer (Lapalme et al., 2011), the available literature on turnover intent has focused primarily on long-term, standard workers (Boswell et al., 2012). Whether or not similar patterns of turnover intent occur in contract workers is unknown; moreover, whether classic organizational behavior theories can adequately account for contractor turnover intention behavior is also unclear. In particular, a need exists to determine turnover intent among contract security officers and to examine the degree to which meeting emotional needs, such as socio-emotional, can influence organizational commitment and well-being.

Employee turnover has increased in all industries and reduced profitability due to the high costs of replacing departing employees (Ballinger et al., 2011). Turnover of security officers is particularly high; the average national turnover rate for security officers is 121% with a high of 300% (Brislin, 2014). Some officers vacate the position sometimes as early as four months to one year after taking the job (Bitzer, 2006). For a medium-sized security firm that employs 1,000 guards, but suffers a turnover rate of 150%, that organization must employ about 2,500 people over the course of the year to keep up with the rate of turnover (Bitzer, 2006). Depending on the position being refilled, costs associated with employee turnover can range from 25%-500% of the

departing employee's salary (Ballinger et al., 2011). Although security departments contribute to the sustainability of a business, since these departments do not generate revenue and there is a significant advantage to using contract security officers to reduce costs (Marin, 2013). However this can lead to major obstacles within the profession. Organizations looking to make a profit may opt for the lowest priced security solutions which can elicit underpaid, undertrained and under supervised security officers (Fischer et al., 2013). This can increase turnover because more qualified staff leave for better job opportunities (Sennewald, 2011). The general business problem is not only is employee turnover expensive, but turnover is linked to loss of knowledge capital and weakens the organization's reputation (Kumar & Koh Geok, 2012).

As more companies utilize contract employees, there are increased challenges facing management staff of these workers, including commitment and turnover (Haden et al., 2011). Organizational behavior variables of employee engagement, organizational commitment, perceived organizational support, and turnover intent have been examined in employees; however, many explanations are based permanent employees (Lapalme et al., 2011). There is a need for a study of a different perspective looking beyond the ambiguities caused by nontraditional work relationships to shed light on managing contract workers to reduce turnover intention. To address this gap, this study is an examination of how meeting these social and emotional needs can influence organizational commitment in contract security officers. Most literature and turnover models are based on full time employee-employer relationships and does not account for alternative work arrangements such as contractors.

The purpose of this quantitative study using survey research design was to examine the relationships between perceived organizational support, organizational commitment, and employee engagement, to determine to what extent, if any, the correlations among these variables result in negative turnover intention among contract security officers. For this study, these employees will be located in the United States, and have been hired by one organization (contracting organization) but are working at another organization (client organization) on a fixed term basis. The responses to the survey are to be reflective of the contracting organization. Since most organizational behavior studies have focused on full-time permanent employees, (Lapalme et al., 2011) the available literature on turnover intention has focused primarily on long-term, standard workers (Boswell et al., 2012). Whether or not similar patterns of turnover intent occur in contract workers is unknown; moreover, whether classic organizational behavior theories can fully account for contractor turnover intention behavior is also unclear. It is important to understand these dynamics, particularly in this population, in order to assist in the relentless turnover battle.

The aim of the proposed study is to contribute to existing literature on the antecedents of perceived organizational support, employee engagement, and organizational commitment through the study of turnover intention of contract security officers. While there is a considerable amount of research conducted on perceived organizational support, employee engagement, organizational commitment, and turnover intention of standard long-term workers such as police and correctional officers (Matz et al., 2012), there is very little empirical research on contract security officers who are hired by one organization but executing work activities at a different organization (Bitzer,

2006). Cited among the advantages of these arrangements is to reduce labor costs and increase organizational flexibility (Lee, 2013) however using contract security services can be a risk to an organization, more so than other occupations, because of the sometimes excessively long hours and low wages (Sennewald, 2011). It is important to note the role of security officers extends beyond the responsibilities of responding to emergencies, escorting duties, and performing patrols to protecting assets. Turnover affects all functions, to include contracted security officers, which can weaken an organization's ability to protect critical information.

Contract employees are working simultaneously for two organizations, the agency and the client organization, which makes the study of contract employees' organizational commitment even more complex than the study of organizational commitment of standard employees (Haden et al., 2011; Lapalme et al., 2011). Contractor work arrangements provide a unique, yet complex research opportunity because these employees are fully employed by the contracting agency, but engaging in work activities and experiences at the client organization (Boswell et al., 2012). As a result of working for two organizations simultaneously, contract employees may form commitments to both the contracting agency and the client organization (i.e., dual commitments) (Liden et al., 2003). Results from an investigation of the relationships of employee engagement, perceived organizational support and organizational commitment on turnover intention among contract security guards fulfills a gap in literature in this understudied area. The purpose of this study was to examine these variables as related to the officers' contracting organization to understand if there is a correlation in positive outcomes of these variables to negative turnover intention.

Research questions. Extending the results of the empirical studies on contract employees (Boswell et al., 2012; Cappelli & Keller, 2013b; Lapalme et al., 2011; Liden et al., 2003), the purpose of the proposed study is to evaluate the relationships among the independent variables of employee engagement, perceived organizational support, and organizational commitment on the dependent variable of employee turnover intent among contract security officers. Responses from contract security officers about their contracting organization address the following research questions.

Q₁. What is the relationship, if any, between contract security officers' perceived organizational support and turnover intention?

Q₂. What is the relationship, if any, between contract security officers' organizational commitment and turnover intention?

Q₃. What is the relationship, if any, between contract security officers' employee engagement and turnover intention?

Q₄. What is the relationship, if any, among contract security officers' perceived organizational support, organizational commitment, employee engagement, and turnover intention?

Hypotheses. The following are hypothesized about the contract security officers' perceptions of their contacting organization based on the research questions:

H₁₀. Contract security officers' perceived organizational support is not statistically significant as related to their turnover intention.

H_{1a}. There is a statistically significant relationship of contract security officers' positive perceived organizational support is related to negative turnover intention.

H2₀. Contract security officers' organizational commitment is not statistically significant as related to the outcome of turnover intention.

H2_a. There is a statistically significant relationship of contract security officers positive organizational commitment related to negative turnover intention.

H3₀. Contract security officers' employee engagement is not statistically significant as related to their turnover intention.

H3_a. There is a statistically significant relationship of contract security officers' positive employee engagement is related to negative turnover intention.

H4₀. The linear combination of the independent variables of contract security officers' perceived organizational support, organizational commitment, and employee engagement is not statistically significant as related to the dependent variable of turnover intention.

H4_a. There is a statistically significant relationship of the linear combination of the independent variables of contract security officers' perceived organizational support, organizational commitment, and employee engagement is related to the dependent variable of turnover intention.

Research Method and Design

A quantitative nonexperimental correlational study was used to analyze work related attitudes of perceived organizational support, organizational commitment, and employee engagement on the outcome turnover intention among contract security officers. Correlational analysis is best suited for examining relationships among variables and quantitative method aligns with the purpose and research questions (Vogt, Gardner, & Haeffele, 2012). Analysis of this interrelationship can explain why a

phenomenon occurs (Corley & Gioia, 2011) and stimulate future studies on various work related attitudes and outcomes. If a linear relationship exists, a correlation coefficient measures the strength of the relationship between variables. The goal of this study was to investigate the relationship, if any, between perceived organizational support, organizational commitment, and employee engagement on turnover intention of contract security officers.

Population

The population for this study was contract security officers employed by a contract security service organization and located at a client organization. As part of the inclusion criteria, participants had to be employed at least part-time by the contracted security service organization and located within the United States. Participants assigned to a location outside of the United States were excluded from the study. Recruitment and screening was required to ensure participants meet the inclusion requirements. Additionally it was important to mitigate ethics risks that can arise in the workplace by notifying participants that results are kept in strict confidence and individual results are not be shared. Participants self-identified employment type, status and location but no other demographics were captured. Participants were provided with an informed consent document that included information about the purpose of research, duration of participation, details regarding confidentiality, voluntary participation, requests to withdraw, and information that there will not be a monetary incentive for participation. Participants were given an opportunity to ask questions regarding their role in the study and provided consent as the first question of the survey. Contained in the informed consent document was contact information for the researcher for questions or concerns

regarding their consent to participate. To maintain the confidentiality of participants, a waiver of written consent was obtained through the IRB process and the research agreed to destroy all research material after 7 years.

Sample

Nonrandom purposeful sampling was identified as the most appropriate technique for this study. This type of sampling is used to recruit individuals that best address the research questions based on the knowledge of the population (Palinkas et al., 2013). The population of interest was contract security officers (see Table 1). A limitation of this type of sampling is the ability to generalize findings from the study (Singleton & Straits, 2010) however the purpose of this study was to restrict the sample to a specific segment of contract employees, security officers who were located within the United States. G* Power statistical software application was used to determine an acceptable minimum sample needed for this study, at least 85 based on a medium effect size, confidence level of 80% and 5% margin of error in order to determine if there is a significance effect between variables using a correlation study (Faul, Erdfelder, Buchner, & Lang, 2009).

It was hypothesized that high levels of organizational commitment significantly influenced turnover intentions. Additionally hypothesized was perceived organizational support, and employee engagement are positively associated with commitment and negatively associated with turnover intentions. The purpose of this study was to determine what relationship, if any, between contract security officers' employee engagement, organizational commitment, and perceived organizational support and on turnover intention through a correlational analysis (Biswas & Bhatnagar, 2013).

Table 1

Assumptions used to determine sample size

Variable	Assumption for power analysis
Number of independent variables	4
Effect Size	Medium ($f^2 = .15$)
Alpha	.05
Sufficient power	.80
Minimum	85

Materials/Instruments

The data was collected through a self-administered online survey, SurveyMonkey®, which was open to participants until the minimum sample is acquired. The survey contained a total of 50 questions, 2 regarding demographics to capture participants' employment status and location. The survey consisted of questions from four validated scales to measure constructs of the current study. To measure perceived organizational support, the survey included eight items from the Survey of Perceived Organizational Support ([SPOS]; Items A, B, C, D, E, F, G and H; Eisenberger et al., 1986). Shore and Tetrick (1991) tested the constructed validity of the SPOS and results of this study provided support the survey was both a reliable and valid measure of perceived organizational support. The survey included 18 questions from Meyer, Allen, and Smith's (1993) 3-component model of organizational commitment. The Maslach Burnout Inventory General Survey ([MBI-GS]; Schaufeli et al., 1996) is a 16-item measure to evaluate the burnout– engagement continuum among employees using three dimensions: emotional exhaustion, cynicism, and reduced professional efficacy and was used to measure employee engagement. As noted by Kitaoka-Higashiguchi et al. (2004),

the Cronbach's alpha coefficients for all three subscales were above 0.80. This study utilized 6 items to determine turnover intention (Bothma & Roodt, 2013). This tool has been evaluated and shown to have internal reliability and construct validity. Bothma and Roodt (2013) established the turnover intention scale (TIS-6) measured a Cronbach's alpha coefficients of 0.80. Permission to utilize these measurement tools are found in Appendix A. A request for participation was sent to contract security officers through email, along with an informed consent. Participants who wished to participate went to the link to the survey and answered “yes” to agree to participate. As identified in the demographic questions, these officers had to be employed by a contract security service but located throughout the United States. For the purpose of the study, an online survey was an efficient tool to acquire information from a large group, and in a confidential manner. An additional benefit of an online survey was the access to diverse locations and thus enhancing generalization of results.

To protect anonymity of participants, the data was collected through SurveyMonkey and participants did not need to enter personal identifiable information. Therefore, data relevant to this study was stored online without linking personal identifiers to the participants' responses and compromising privacy. Additional mechanisms to promote confidentiality included storing all research materials in a locked cabinet accessible only to the researcher and access to the online survey data will be retrieved through the researcher's password-protected account and participants' individual responses were not disseminated to either the contracting or the client organization. The researcher used the data collected from the questionnaires for the sole

purpose of testing hypotheses and identifying statistical relationships. These provisions were taken and designed to minimize risks to participants (Committee, 2009).

Operational Definition of Variables

The variables associated with the research questions and hypotheses for this study are perceived organizational support, organizational commitment, and employee engagement on turnover intent among contract security officers. The mediating role of perceived organizational support is examined in relationship between variables of favorable treatment and outcomes that are beneficial to employees and the organization (Rhoades & Eisenberger, 2002). Organizational commitment is defined as an employee's attachment, identification and loyalty to the employer (Chao-Chan & Na-Time, 2014). Saks and Gruman (2014) defined employee engagement as more than traditional notions of job satisfaction and organizational commitment. Like perceived organizational support, employee engagement involves high levels of physical, cognitive, and emotional support (Kataria, Garg, & Rastogi, 2012).

Perceived organizational support. As with standard employees, in the social exchange theory and the norm of reciprocity, scholars have suggested that high perceptions of organization support positively affect employer-employee relationships. Furthermore, when employees feel cared about and understand that their contributions to the organization are valued, attitude, behavior, and overall commitment to the organization are reciprocated (Zagenczyk et al., 2011). This construct was examined in the perceived support contract employees feel from their contracting organization (Boswell et al., 2012) utilizing eight items to rate perceived organizational support using the short form of the SPOS (Items A, B, C, D, E, F, G and H; Eisenberger et al., 1986).

Participants indicated the extent of agreement with each statement utilizing a 6 point Likert-type scale (0 = *Strongly disagree* to 6 = *Strongly agree*) (Rhoades & Eisenberger, 2002). At the recommendation of the author, Eisenberger (1986) some scores are reverse scored (0 =6, 6=0, 1=5, 5=1) and are noted with a (R) following the question. Appendix G shows the SPOS 8 questions with a 6 point Likert-type scale.

Organizational commitment. The result of research examining behavior attitudes in standard employees versus temporary (i.e., part time, or contract) employees has yielded mixed results. Haden et al. (2011) and Wilkin (2013) examined behavioral characteristics in regard to organizational commitment citing that while some previous research results demonstrated that permanent employees are more committed to the organization other researchers have found temporary employees reported higher organizational commitment to companies that contracted their labor than permanent employees.

Based on the seminal studies by Meyer and Allen on organizational commitment (as cited by Haden et al., 2011), three distinct types of organizational commitment emerged: affective commitment, continuance commitment, and normative commitment, perceived obligation to remain with an organization. These authors defined affective commitment as the degree employees identify with, emotionally attached and involved with the organization. A high level affective commitment is reflective of an employee's desire to stay with the organization because of desire to stay (Yücel, 2012). Continuance commitment is an employee's perception they have to stay with the organization because of the costs of leaving (Yücel, 2012). Normative commitment is employee's feeling of obligation to remain in an organization (Meyer & Allen, 1991). Normative commitment

can develop as a result of an employee's perception of obligation to repay of organization because of benefits received that may include specialized training, or tuition reimbursement (Yücel, 2012).

Based on the three-model component of organizational commitment, participants rate organizational commitment as a combined measure of these three subscales and defined as the psychological bond that an employee identifies with an organization (Haden et al., 2011). Respondents answered 6 items for each distinct type of organizational commitment for a total of 18 items on organizational commitment to indicate the extent of agreement regarding their contracting organization utilizing a 7 point Likert-type scale (1 = *Strongly disagree* to 7 = *Strongly agree*). Reverse score items are recoded (i.e., 1 = 7, 2 = 6, 7 = 1) prior to scoring. There are three scores, one each for the each type of commitment, for each respondent. The scores range in value from 1 to 7 with higher scores indicating stronger commitment (Meyers & Allen, 1991). Appendix H shows the three-model component questions with a 7 point Likert-type scale.

Employee engagement. Kahn defined engagement is the extent to which an individual is psychologically present in performing individual work roles (as cited by May, Gilson, & Harter, 2004). Extending this notion, May et al. defined employee engagement as being comprised of emotional and physical components; a cognitive aspect concerning employees' beliefs about the organization, emotional aspects impact employees' attitudes toward the organization and physical aspects concern the physical energy put forth by an individual to perform. These components facilitate affective and psychological attachment to the job and the organization. Furthermore, engaged employees are more likely to demonstrate behaviors that are supportive of the

organization's mission (Kataria et al., 2012). Recent research has demonstrated that standard workers as well as contract workers respond positively to their contracting organization when engaged by the client organization (Buch et al., 2014). Participants will be asked to rate employee engagement utilizing the MBI-GS (Schaufeli et al., 1996). The MBI-GS, a redevelopment of the original MBI, which was developed by Maslach and Jackson in 1981, is a 16-item measure to evaluate the burnout– engagement continuum among employees using three dimensions: emotional exhaustion, cynicism, and reduced professional efficacy. Respondents indicate the number of occurrence to each statement at their contracting organization utilizing a 7 point Likert-type scale (0 = *Never* to 6= *Everyday*). Appendix I shows a sample of the MBI-GS questions with a 6 point Likert-type scale. For the purpose of statistical analysis (0 = *Never* was calculated using 1 and to 6= *Everyday* was calculated as 7).

Turnover intention. For the purpose of this study turnover intent was measured using the shortened version of the TIS-6 (Bothma & Roodt, 2013). The TIS-6 is a reliable and valid scale for measuring turnover intention which was adapted from the original 15-item scale developed by Roodt (2004). The validity of this shortened version of the scale has been evaluated and been shown to have internal reliability and construct validity (Bothma & Roodt, 2013). Participants will be asked to answer questions regarding turnover intention by indicating the frequency of occurrence to each statement at their contracting organization utilizing a 5 point Likert-type scale. Appendix I shows the TIS-6 and corresponding 5 point Likert-type scale.

Table 2

Variables and measurement scale

Variable	Measurement scale	#s	Authors
Perceived organizational	SPOS (8	Eisenberger et al., 1986
Organizational commitment	TC-M	18	Meyer, Allen & Smith 1993
Employee Engagement	MBI-GS	16	Schaufeli, Leiter, Maslach, & Jackson, 1996
Turnover intention	Turnover intention	5	Bothma & Roodt, 2013

Data Collection, Processing, and Analysis

The purpose of this study was to perform a quantitative assessment to examine the relationships among perceived organizational support, organizational commitment, and employee engagement, to determine to what extent, if any, the effect on turnover intention among contract security officers. The method of measurement to study these variables was done using data collected through SurveyMonkey®, using previously validated scales; the SPOS instrument to measure perceived organizational support (Eisenberger et al., 1986), the TCM Employee Commitment Survey (Meyer et al., 1993), MBI-GS (Schaufeli et al., 1996) and the TIS-6 (Bothma & Roodt, 2013). The survey will contain a total of 50 questions, the first question as the informed consent, 2 questions regarding general demographics, 8 questions to measure perceived organizational support (Eisenberger et al., 1986), 16 items to measure employee engagement (Meyer & Allen, 1993), 18 items to capture organizational commitment (Schaufeli et al., 1996), and 6 items to determine turnover intention (Bothma & Roodt, 2013). Requests for participants were distributed via email to contract security officers with the informed consent, instructions on completion and a link to the survey.

The use on an online survey tool provided an efficient tool to acquire information from a large group. The data relevant to this study was stored online without linking personal identifiers to the participants' responses and compromising privacy. Additional mechanisms to promote confidentiality, only to the researcher had access to the online survey data through a password-protected account and participants' individual responses were not be disseminated to either the contracting or the client organization. The researcher used the data collected from the questionnaires for the sole purpose of testing hypotheses and identifying statistical relationships and any surveys not completed were discarded.

The population for this study was contract security officers, employed by a contract security service organization and performing services at a client organization. As part of the inclusion criteria, participants had to be employed by a contract security service organization and located within the United States. Participants who were assigned to a location outside of the United States, were excluded from the study and survey discarded. Recruitment and screening are required to ensure participants meet the inclusion requirements. In order to mitigate ethical risks that can arise in the workplace, participants were assured that results were kept in strict confidence and individual results are not be shared.

As part of the IRB process, participants were provided with an informed consent document that included information about the purpose of research, duration of participation, details regarding confidentiality, voluntary participation, requests to withdraw, and information that there was not be a monetary incentive for participation. Participants were given an opportunity to ask questions regarding their role in the study

and provided consent as the first question of the survey. Contained in the informed consent document was contact information for the researcher for questions or concerns regarding their consent to participate. To maintain the confidentiality of participants, a waiver of written consent was obtained through the IRB process and the researcher agreed to destroy all research material after 7 years.

For proper scale validation the sample should be representative of the population for which the instrument is designed and a larger sample size is recommended to determine significant effects and mitigate error (MacKenzie, Podsakoff, & Podsakoff, 2011). Random selection is the sample of people for the study from a given population and is the most relevant type of sampling as generalizing the population and construct validity are the focus of this study. Performing a priori power analysis utilizing G* Power statistical software application, a sample size of at least 85 was needed based on a confidence level of 80% and 5% margin of error in order to determine if there is a significance effect between variables using a correlation study (Faul, Erdfelder, Buchner, & Lang, 2009).

To determine the most appropriate statistical procedures for this study, the nature of the data and purpose of this study were considered. Since the purpose of this study was to perform a quantitative assessment examining the relationships among the variables to turnover intention, statistical analysis was performed using data collected from the online survey to determine if correlations exist between contract security officers perceived organizational support, employee engagement, and organizational commitment on their turnover intention by using multiple regression technique to test the hypotheses. Researchers testing similar constructs related to turnover intention used the

multiple regression method (Biswas & Bhatnagar, 2013) and Pearson product-moment correlation coefficient (Tnay, Othman, Siong, & Lim, 2013). Regression analysis was used to examine the relationship three independent variables and one dependent variable. The Pearson product–moment correlation is modeled using the linear equation

$Y = \beta_1 X_1 + \beta_0 + \epsilon$, where Y is the dependent variable, β_0 is the y intercept, β_1 is the slope, and ϵ is a term for error. In multiple regression analysis, there is a relationship between more than one independent variable when one dependent variable is examined. A benefit of regression analysis is that one regression equation can test all the hypotheses.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

The multiple regression analysis will test the correlation of perceived organizational support (X1), job satisfaction (X2), organizational commitment (X3),

Assumptions

Based on the population and research design, several assumptions were made. Among these assumptions is that contract security officers would be available and willing to voluntarily participate in this study without compensation. Furthermore, it was assumed that those who choose to participate would answer the survey fully and truthfully. In the informed consent, participants were advised that participation was completely voluntary, and could withdraw at any point without consequence. There was no requirement to complete all questions of the survey, however only surveys that had all questions completed were used for data analysis.

Limitations

As with any research study, there are factors outside the control of the researcher and such factors could limit the findings of this study. Although a quantitative correlational approach is the ideal research design and method, a disadvantage of correlational studies is that simply because two variables are correlated does not mean they influence each other. That is, correlation does not infer causation. Correlation can be a coincidence or influenced by a common underlying cause. The fact that events have occurred at the same time (i.e., correlation) does not mean that one caused the other (i.e., causality), the researcher must be able to distinguish between the two (Leedy & Ormrod, 2012). The questions in the survey may be confusing or misunderstood by participants. To minimize this limitation, all measurements were from existing tools with strong construct validity. Another limitation of the results could be since data was collected during a relatively short period of time (3 months).

Delimitations

This study was limited to contract security officers, employed at least part time with a contract security services organization and located within the United States. The goal in conducting this study was to determine if there are relationships among the variables identified. Since the survey was only opened long enough to obtain the minimum sample needed, answers of participants are reflective of a moment in time.

Ethical Assurances

Any organization that receives federal funds must have an Institutional Review Board (IRB) review the research conducted within that organization; this includes all learners of Northcentral University. The researcher is well versed in the limits of privacy

laws within the workplace and understand the guiding principles of data management and ownership (Rose & Pietri, 2002). Additionally the researcher understood how to interpret and apply ethics to the various situations that were dependent on the topic being researched. Prior to obtaining IRB approval, the researcher did not conduct any preliminary research or collected any data. Only upon obtaining the Northcentral University IRB approval did the researcher proceed with data collection.

Since research conducted at the workplace or any findings from the study, may have a positive impact on employees and their work environment; the research needed to be aware of vulnerable subjects. Vulnerable subjects are those who are considered less able to protect themselves against another person and their interests in a given setting or situation, for example: an employee participating in a workplace research study. This type of vulnerability is defined as “paycheck vulnerability” (Rose & Pietri, 2002). One vulnerability acknowledge in this study is regarding employee participation; pressure or fear that not participating could lead to retaliation, an inability to be promoted, or even loss of employment. Other ethical concerns that were addressed were that there would not be any monetary incentives for participation and that the results from this study would not be shared with anyone other than the researcher. This mitigated the risk of answers/opinions not being accurate the employee may feel the need to answer questions in a way that benefits the company (Rose & Pietri, 2002).

Summary

A quantitative correlation study was the most appropriate research design to address the research problem and answer the research questions. Data was captured through an electronic, self-administered web survey. The survey consisted of valid and

reliable survey instruments that were used to collect data and test hypotheses to answer the research questions.

Chapter 4: Findings

The purpose of this quantitative study using survey research design was to examine relationships between perceived organizational support, organizational commitment, and employee engagement, to determine to what extent, if any, the correlations among these variables resulted in negative turnover intention among contract security officers. For this study, these employees were located in the United States, had been hired by one organization (contracting organization) but were working at another organization (client organization) on a fixed term basis. The responses to the survey were reflective of the contracting organization.

Traditionally, most organizational behavior studies are focused on full-time permanent employees, assuming a two-party relationship between the employee and employer (Lapalme et al., 2011). Whether or not similar patterns of turnover intention occur in contract workers is unknown; moreover, whether classic organizational behavior theories can fully account for contractor turnover intention behavior is also unclear. It is important to understand these dynamics, particularly in this population, to assist in the relentless turnover battle. This chapter contains a detailed description of how the study was performed, and a detailed description of results of the analyses performed when testing the hypotheses and answering the research questions.

Data collection process. The collection of research data involved using random sampling. Potential participants of this study received an email soliciting their participation. The invitation informed the potential participants about the criteria for participation, informed consent form, and a hyperlink to the online survey. Emails were sent to 1,021 email addresses provided to the researcher by the contract security

organization, which resulted in 63 bounced emails (6.2%). Using the tools within SurveyMonkey®, 489 (47.9%) of the emails were opened, with 158 recipients clicking on the link to go to the survey. Of these 158, 150 individuals (14.7%) agreed to participate in the study. Out of these respondents, 112 individuals identified a work location at a client site in the United States; however, only 96 participants (9.4%) continued through the remainder of the survey. Of these, six respondents neglected to answer more than two survey items and were not included in the analysis. As a result, the sample consisted of 90 participants (8.8%) who completed the entire survey (57.0% of respondents).

Data collected from the custom survey through SurveyMonkey® was imported into Excel using previously validated scales; the SPOS instrument (Eisenberger et al., 1986), the TCM Employee Commitment Survey (Meyer et al., 1993), MBI-GS (Schaufeli et al., 1996) and the TIS-6 (Bothma & Roodt, 2013). The survey comprised 51 questions; the first question was regarding consent to participate, two questions regarding general demographics, eight questions to measure perceived organizational support, the negatively worded items were reverse scored based on recommendations from the author (Eisenberger et al., 1986), 16 items to measure employee engagement (Meyer & Allen, 1993), 18 items to capture organizational commitment (Schaufeli et al., 1996), and six items to determine turnover intention (Bothma & Roodt, 2013). Requests for participants were distributed via email to contract security officers with the informed consent, instructions on completion, and a link to the survey.

Participants' perceived organizational support was measured using eight items to rate perceived organizational support using the short form of the SPOS (Items A, B, C, D,

E, F, G, and H; Eisenberger et al., 1986). Participants indicated the extent of agreement with each statement utilizing a 6 point Likert-type scale that ranged from 0 (*Strongly disagree*) to 6 (*Strongly agree*; Rhoades & Eisenberger, 2002). For the purpose of statistical analysis, one was added to each score to make the calculations range from 1 to 7.

Based on the three-model component of organizational commitment, participants rated organizational commitment by answering 6 items for each distinct type of organizational commitment for a total of 18 items on organizational commitment to indicate the extent of agreement regarding their contracting organization utilizing a 7 point Likert-type scale (1 = *Strongly disagree* to 7 = *Strongly agree*). Participants were asked to rate employee engagement utilizing the MBI-GS (Schaufeli et al., 1996), a 16-item measure to evaluate the burnout among employees using three dimensions: emotional exhaustion, cynicism, and reduced professional efficacy. Respondents indicated the number of occurrences to each statement at their contracting organization utilizing a 7-point Likert-type scale that ranged from 0 (*Never*) to 6 (*Everyday*). For the purpose of statistical analysis, one was added to each measure for a resulting range of from 1 to 7.

Participants answered questions regarding turnover intention using the shortened, six item version of the TIS-6 (Bothma & Roodt, 2013) by indicating the frequency of occurrence to each statement at their contracting organization utilizing a 5 point Likert-type scale.

Data analysis. Descriptive statistics including minimum, maximum, mean, and standard deviation were calculated. These statistics are displayed in Table 3. Correlation

and regression analysis was conducted to test the hypotheses, answer the research questions, and examine the relationships among the variables using Pearson product-moment correlations and step-wise regression analysis.

Table 3

Descriptive statistics

Variable	Minimum	Maximum	Mean	SD
Perceived organizational support	1	7	3.07	1.90
Organizational commitment	1	7	3.57	1.88
Employee engagement	1	7	3.44	2.07
Turnover intention	1	7	3.02	1.35

Since the goal of this study was to try to predict or explaining variance, regression analysis was used. Multiple regression analysis is used to determine the amount of variance in a dependent variable that can be explained by one or more independent variables. Correlations range from -1.00 to +1.00, and are used to determine whether, and to what extent, a relationship exists between the independent and dependent variables. A correlation close to +1 is evidence of a significant positive linear relationship and a correlation value close to -1 indicates a significant negative relationship, a correlation value of 0 is indicative of no relationship.

Results

Regression Analysis. Participants answered questions regarding turnover intention using the shortened version of the TIS-6 (Bothma & Roodt, 2013) by indicating the frequency of occurrence to each statement at their contracting organization utilizing a 7-point Likert-type scale. The minimum score was 1 and maximum score was 7. Higher

scores indicated stronger desires to leave the organization. Participants had a mean turnover intention score of 3.02 and a standard deviation of 1.35. Turnover intention was the dependent variable for all research questions.

To conduct a linear regression for RQ1, RQ2, and RQ3, and a multiple regression for RQ4, certain assumptions are expected for valid results. For example, a linear regression and multiple regression require a single continuous dependent variable. For all research questions the dependent variable was turnover intention, a continuous variable. Thus, the first assumption has been met for all hypothesis tests. Second, linear regression requires a single continuous independent variable, while multiple regression requires two or more continuous or categorical variables. For each of the research questions the independent variables meet the assumptions for each hypothesis tests. Third, linear regression requires that the variables have a linear relationship between them, while for multiple regression each variable must have a linear relationship as does the composite independent variables with the dependent variable. All independent variables and the composite independent (as demonstrated by the standardized residual) had a linear relationship with turnover intention (see Appendix I). Fourth, to conduct a linear or multiple regression the differences between actual values and predicted values (residuals) must be independent.

Independence of residuals was confirmed for all hypotheses using the Durbin-Watson test, which expects the statistic value to be close to 2.0 to meet the assumption. The Durbin-Watson value for hypothesis one was 2.11, for hypothesis two was 1.89, for hypothesis three was 1.91, and for hypothesis four was 2.19; all meeting the assumption. Fifth, regression also assumes that the residuals are normally distributed. This was

confirmed by creating histograms and P-P plots of the standardized residuals, and this assumption was met for all hypothesis tests (see Appendix I). Sixth, regression requires no significant outliers. Potential outliers were measured using case-wise diagnostics to ensure no datum point lay outside of 3 standard deviations on any of the variables. All points were within the appropriate range and this assumption was confirmed.

Finally, linear and multiple regression assume that there is homoscedasticity of the residuals, such that across the range of values in turnover intention the error variances are equal. For RQ1, RQ2, and RQ4 this assumption was met and confirmed through use of a scatterplot of the standardized residuals (see Appendix I). For RQ3 this assumption was violated (see Appendix I), and the additional steps to rectify this violation will be discussed in the section that discussed the hypothesis testing for that research question. Thus, the assumptions for RQ1 and RQ2 were met to perform linear regression and the assumptions were also fully met for RQ4 to perform multiple regression. For RQ3, because of the heteroscedasticity of the residuals weighted least-squares regression was be conducted.

Relationship of perceived organizational support and turnover intention.

The first research question posed was what is the relationship, if any, between contract security officers' perceived organizational support and turnover intention? As previously discussed, participants perceived organizational support was measured using eight items to rate perceived organizational support using the short form of the SPOS (Items A, B, C, D, E, F, G and H; Eisenberger et al., 1986). Participants indicated the extent of agreement with each statement utilizing a 7-point Likert-type scale that was converted to range from 1 (*Strongly disagree*) to 7 (*Strongly agree*; Rhoades &

Eisenberger, 2002). The minimum response score was 1 and maximum response score was 7. Participants had a mean perceived organizational support score of 3.07 with a standard deviation of 1.90.

To conduct hypothesis testing for the research question a linear regression was performed with turnover intention as the dependent variable and perceived organizational support as the independent variable. It was found that the model was a good fit and that the regression model was statistically significant. Thus, perceived organizational support was statistically significant for predicting turnover intention, $F(1,88) = 17.98, p < .001$, with perceived organizational support accounting for 17.0% of the explained variability in turnover intention. The resulting regression equation was:

$$\text{turnover intention} = 3.645 - 0.171 \times (\text{perceived organizational support})$$

Therefore, the null hypothesis for hypothesis one is rejected, and support was found for the alternate hypothesis.

Table 4

Linear Regression Analysis: Perceived Organizational Support

	Unstandardized B	<i>t</i>	Sig.
Constant	3.645	23.347	.000
Perceived Organizational Support	-0.272	-4.240	.000

Note: $R^2 = .170, p < .001$

Relationship between organization commitment and turnover intention. The second research question, what is the relationship, if any, between contract security officers' organizational commitment and turnover intention?

Based on the three-model component of organizational commitment, participants rated organizational commitment by answering 6 items for each distinct type of organizational commitment for a total of 18 items on organizational commitment to indicate the extent of agreement regarding their contracting organization utilizing a 7 point Likert-type scale (1 = *Strongly disagree* to 7 = *Strongly agree*). The score was obtained by calculating the average of the 18 responses. The minimum score was 1 and maximum score was 7. Higher scores indicated higher organizational commitment. Participants had a mean organizational score of 3.67 and a standard deviation of 1.88.

To conduct hypothesis testing for the research question a linear regression was performed with turnover intention as the dependent variable and organizational commitment as the independent variable. It was found that the model was a good fit and that the regression model was statistically significant. Thus, organizational commitment was statistically significant for predicting turnover intention, $F(1,88) = 7.04, p = .009$, with organizational commitment accounting for 7.4% of the explained variability in turnover intention. The resulting regression equation was:

$$\text{turnover intention} = 3.551 - 0.154 \times (\text{organizational commitment})$$

Therefore, the null hypothesis for hypothesis two is rejected, and support was found for the alternate hypothesis.

Table 5

Linear Regression Analysis: Organizational Commitment

	Unstandardized B	t	Sig.
Constant	3.551	17.12	.000
Organizational Commitment	-0.154	-2.654	.009

Note: $R^2 = .074$, $p = .009$

Relationship between employee engagement and turnover intention. The third question, what is the relationship, if any, between contract security officers' employee engagement and turnover intention?

Participants were asked to rate employee engagement utilizing the MBI-GS (Schaufeli et al., 1996) through 16-item measure emotional exhaustion, cynicism, and reduced professional efficacy. Respondents indicated the number of occurrence to each statement at their contracting organization utilizing a 7 point Likert-type scale (0 = Never to 6 = Everyday). The minimum score was 1 and maximum score was 7. Higher scores indicated higher emotional exhaustion and burnout. Participants had a mean employee engagement score of 3.44 and a standard deviation of 2.07.

To conduct hypothesis testing for the research question a weighted least-square linear regression was performed with turnover intention as the dependent variable and employee engagement as the independent variable. The weighted least-square regression was used because of the violation of the assumption of homoscedasticity. A weighted least-square regression transforms the residuals by taking the unstandardized residuals, taking the absolute value, and then running a linear regression to derive the

unstandardized predicted values for employee engagement, which then become the weighting for the subsequent regression.

After the application of the weighting, it was found that the model was a good fit and that the regression model was statistically significant. Thus, employee engagement was statistically significant for predicting turnover intention, $F(1,86) = 9.33, p = .022$, with employee engagement accounting for 9.8% of the explained variability in turnover intention. The resulting regression equation was:

$$\text{turnover intention} = 2.328 + 0.153 \times (\text{employee engagement})$$

Therefore, the null hypothesis for hypothesis three is rejected, and support was found for the alternate hypothesis.

Table 6

Linear Regression Analysis: Employee Engagement

	Unstandardized B	t	Sig.
Constant	2.328	9.481	.000
Employee engagement	0.153	3.054	.003

Note: $R^2 = .098, p = .003$

Relationship between perceived organizational support, organizational commitment, employee engagement and turnover intention. The final research question, what is the relationship, if any, contract security officers' perceived organizational support, organizational commitment, employee engagement and turnover intention?

To conduct hypothesis testing for the research question a multiple regression was performed with turnover intention as the dependent variable and perceived organizational support, organizational commitment, and employee engagement as the independent variables. Multiple regression requires an additional assumption that the previous tests of the hypothesis did not, which is that there be no multicollinearity. To test for multicollinearity, Pearson's correlations were derived between each of the variables (see Appendix I). After running the correlations, one potentially problematic correlation existed between perceived organizational support and organizational commitment, $r = .705$. To further check for collinearity, tolerance and VIF values were calculated (see Appendix I). Based on these values, the assumption of no multicollinearity was confirmed since the lowest tolerance value was .42 and the highest VIF value was 2.38, which values exceed the .10 and 10.0 respectively that indicates a violation of the assumption.

After checking this additional assumption, it was found that the model was a good fit and that the regression model was statistically significant. Thus, perceived organizational support, organizational commitment, and employee engagement were statistically significant for predicting turnover intention, $F(3,84) = 5.95$, $p = .001$, with perceived organizational support, organizational commitment, and employee engagement accounting for 17.5% of the explained variability in turnover intention. The resulting regression equation was:

$$\text{turnover intention} = 3.443 - 0.137 \times (\text{perceived organizational support}) - 0.031 \times (\text{organizational commitment}) + 0.039 \times (\text{employee engagement})$$

Therefore, the null hypothesis for hypothesis four is rejected, and support was found for the alternate hypothesis.

Table 7

Linear Regression Analysis: Perceived Organizational Support, Organizational Commitment, and Employee Engagement

	Unstandardized B	T	Sig.	95% Confidence Interval	
				Lower Bound	Upper Bound
Constant	3.371	8.923	.000	2.620	4.122
Perceived Organizational Support	-0.122	-2.084	.040	-0.239	-0.006
Organizational Commitment	-0.946	-0.627	.532	-0.194	0.101
Employee Engagement	0.056	1.005	.318	-0.055	0.166

Note: R² = .215, p < .001.

Evaluation of Findings

The findings of this analysis are supported by previously identified literature on the topics of perceived organizational support and the correlation to turnover intention. This is in line with the findings from past research that indicated one of the outcomes associated with perceived organizational support is reduced turnover (Eisenberger et al., 2002; Rhoades & Eisenberger, 2002). Arshadi (2011) also found that perceived organizational support negatively correlates to employees' intention to quit.

The findings from this study showed the combination of the independent variables of contract security officers' perceived organizational support, organizational commitment, and employee engagement are predictive of the dependent variable, turnover intention. Since the hypotheses were for the effect of the individual variables, not on their combined effects a regression on all of the variables to determine the amount of effect each individually had on the criterion variable was not conducted. Based on the values of the individual hypotheses, it is apparent that there is some overlap in the predictiveness of the predictor variables.

These findings can be applied toward retention research to help organizations maintain knowledgeable workers. Although there is considerable amount of literature that focuses on variables of perceived organizational support, organizational commitment, and turnover intention of standard long-term workers such as police, military personnel, and correctional officers (Matz et al., 2012); these studies were limited to long-term employment. Very little empirical research has focused on contract workers with no known studies that have examined security officers who are hired by one organization but executing work activities at a different organization (Bitzer, 2006). Specifically there were no studies found with perceived organizational support, organizational commitment, employee engagement, and turnover intention as variables with a focus on this population. This study is significant because the role of security officers extends beyond the responsibilities of performing patrols to protecting assets.

Turnover within these positions can weaken an organization's ability to protect critical information. Since contract employees are working simultaneously for two organizations, the agency and the client organization, the study of contract employees'

organizational commitment is even more complex (Haden et al., 2011; Lapalme et al., 2011). This study of contractor security officers' work arrangements provided a unique, yet complex research opportunity because these employees are fully employed through the contracting agency, but engaging in work activities and experiences at the client organization (Boswell et al., 2012). Knowledge gained from this study fulfills a gap in organizational behavior literature through the investigation of the relationships of employee engagement, perceived organizational support, employee's organizational commitment, and turnover intention among contract security officers. Findings from this study contribute to a better understanding of the roles these work related attitudes have in turnover intention within this population.

Summary

The purpose of this study to perform a quantitative assessment to examine the correlational relationships among perceived organizational support, organizational commitment, and employee engagement, to determine to what extent, if any, the effect on turnover intention among contract security officers. The method of measurement to study these variables was done using data collected through SurveyMonkey®, using previously validated scales. As examined, all four research hypotheses were supported. A final review of the problem statement, purpose, method, limitations, ethical dimensions, along with recommendations for practical applications of the study and recommendations for future research are addressed in Chapter 5.

Chapter 5: Implications, Recommendations, and Conclusions

As noted in the beginning of this paper and detailed in the literature review, employee turnover has increased in all industries causing reduction in profitability and increased costs as a result of replacing departing employees (Ballinger et al., 2011). The purpose of this study was to perform a quantitative study of key work related attitudes and possible correlations to turnover intention among contract security officers. Turnover of security officers is particularly high; the average national turnover rate for security officers is 121% with a high of 300% (Brislin, 2014). Since security departments do not generate revenue and there is a significant advantage to using contract security officers to reduce costs (Marin, 2013); however, this can lead to major obstacles within the profession.

Organizations looking to make a profit may opt for the lowest priced security solutions which can elicit underpaid, undertrained and under supervised security officers (Fischer et al., 2013). This can increase turnover because more qualified staff leave for better job opportunities (Sennewald, 2011). As detailed in the beginning chapters of this study, the general business problem is not only is employee turnover expensive, but turnover is linked to knowledge loss and weakens the organization's reputation (Kumar & Koh Geok, 2012). Additionally, high turnover among contract employees results in increased training costs, higher risks of competitively sensitive information loss, and reduced commitment exhibited by a frequent replacement of workers.

There are gaps in academic literature about the relationship between employers' use of contingent workers and behavioral outcomes (Pedulla, 2013). To address this gap, the purpose of this quantitative study was to examine these variables in the context of

contract security officer turnover intention. Results from this study shed light on managing contract workers in order to reduce turnover intentions and ultimately actual turnover.

To address ethical considerations it is critical that before any data was collected, that IRB approval was obtained. The researcher did not conduct any preliminary research or collected any data until Northcentral University IRB approval was secured.

Additionally in order to mitigate ethics risks that can arise in the workplace participants were notified results were kept in strict confidence and individual results were not identified or shared. Participants were provided with an informed consent document that included information about the purpose of research, duration of participation, details regarding confidentiality, voluntary participation, requests to withdraw, and information that there will not be a monetary incentive for participation.

Participants were given an opportunity to ask questions regarding their role in the study and provided consent as the first question of the survey. Contained in the informed consent document was contact information for the researcher for questions or concerns regarding their consent to participate. To maintain the confidentiality of participants, a waiver of written consent was obtained through the IRB process. In accordance with Department of Health and Human Services (2009) 45 CFR 46.117 “(c) An IRB may waive the requirement for the investigator to obtain a signed consent form for some or all subjects if it finds either: (1) that the only record linking the subject and the research would be the consent document and the principal risk would be potential harm resulting from a breach of confidentiality. Each subject will be asked whether the subject wants documentation linking the subject with the research, and the subject's wishes will govern;

or (2) that the research presents no more than minimal risk of harm to subjects and involves no procedures for which written consent is normally required outside of the research context”. Both (c). 1 and 2 applied to this study and the participants provided their consent by either clicking “yes, I agree to participate” or “no, I do not agree to participate” as the first question of the survey. By securing a waiver of written documentation of consent through the IRB application ensured the autonomy of participants.

As with any study, there were limitations in method and design. Although quantitative correlational study was the ideal research design and analysis tool, a disadvantage of correlational studies is just because two variables are correlated does not mean they influence each other; correlation does not infer causation. Correlation can be a coincidence or influences by a common underlying cause. The fact that events have occurred at the same time (i.e., correlation) does not mean that one caused the other (i.e., causality) (Leedy & Ormrod, 2012). Another limitation to the quantitative research method is it does not provide an opportunity for personal opinions from employees, as would a qualitative research study. Additional limitations can be in data collection. The questions in the survey may have been confusing or misunderstood by participants. Since data was collected during a relatively short period of time and the sample size was relatively small because it was limited to contract security officers located within the United States results cannot be generalized beyond this population. The data from this study was limited by the subjectivity of the survey instruments and based solely on the presumption that participants provided honest responses.

Implications

Extending the results of the empirical studies on contract employees (Boswell et al., 2012; Cappelli & Keller, 2013b; Lapalme et al., 2011; Liden et al., 2003), the purpose of this study was to evaluate the relationships among the independent variables of employee engagement, perceived organizational support, and organizational commitment on the dependent variable of employee turnover intention among contract security officers. The intent of these results and analysis is to help security service organizations increase levels of perceived organizational support, employee engagement, organizational commitment, in order to reduce turnover, and ultimately control costs.

The following is an interpretation of the results from this study. Each question and null and alternative hypothesis are identified.

Q₁. What is the relationship, if any, between contract security officers' perceived organizational support and turnover intention?

H₁₀: Contract security officers' perceived organizational support is not related to their turnover intention.

H_{1a}. Contract security officers' positive perceived organizational support is related to negative turnover intention.

Relationship of perceived organizational support and turnover intention.

The first research question, what is the relationship, if any, between contract security officers' perceived organizational support and turnover intention? To answer this question the null hypothesis, contract security officers' perceived organizational support is not related to their turnover intention was examined. A Pearson product–moment correlation was performed to examine one continuous independent variable, perceived

organizational support, and one continuous dependent variable, turnover intention to determine if a statistically significant relationship existed between these variables. As noted in the findings in Chapter 4, the model was a good fit and that the regression model was statistically significant. Thus, perceived organizational support was statistically significant for predicting turnover intention, $F(1,88) = 17.98, p < .001$, with perceived organizational support accounting for 17.0% of the explained variability in turnover intention. Therefore, the null hypothesis for hypothesis one is rejected, and support was found for the alternate hypothesis. These findings are consistent with the literature discussed in Chapter 2 that as perceived organizational support increases, turnover intention decreases. When employees receive favorable treatment from their employer, there is a felt obligation to reciprocate this treatment through increased effort and commitment to the organization (DeConinck, 2011). The key issue involved in the perception of the organization as supportive, caring, and entailing positive social exchanges is perceived organizational support (Allen & Shanock, 2013). The more an employee perceives the organization is supportive, the greater the employee's sense of obligation to reciprocate which leads to a decrease of withdrawal behavior (Rhoades & Eisenberger, 2002). These results confirm that when employees perceive support, attitude, behavior, and overall commitment to the organization is reciprocated (Zagenczyk et al., 2011).

Relationship between organizational commitment and turnover intention.

The second research question, what is the relationship, if any, between contract security officers' organizational commitment and turnover intention? To conduct hypothesis testing for the research question a linear regression was performed with turnover

intention as the dependent variable and organizational commitment as the independent variable. It was found that the model was a good fit and that the regression model was statistically significant. Thus, organizational commitment was statistically significant for predicting turnover intention, $F(1,88) = 7.04, p = .009$, with organizational commitment accounting for 7.4% of the explained variability in turnover intention.

The findings from Research Question 2 support that an employee's organization commitment is related to his or her intention to leave the company. The higher organizational commitment, the less likely employees are to leave the organization. These findings were consistent with existing literature citing organizational commitment as one of the most critical employee attitudes because of the relative strength of an individual's involvement and identification to an organization often determines the success of that organization (Chao-Chan & Na-Tine, 2014). Additionally, as noted by DeConick (2011), increasing employees' organizational commitment is vital to organizational efficiency. By increasing organizational commitment, organizations can decrease turnover intentions.

Relationship between employee engagement and turnover intention. To answer the third question, what is the relationship, if any, between contract security officers' employee engagement and turnover intention? The null hypothesis, contract security officers' employee engagement is not related to their turnover intention, was examined using a Pearson product-moment correlation. Examined was employee engagement and turnover intention to determine whether a statistically significant relationship existed between these variables. The resulting correlation coefficient was r

=.0288 ($p < .001$), rejecting the null hypothesis and accepting the hypothesis, contract security officers' positive employee engagement is related to negative turnover intention.

Cole, Walter, Bedeian, and O'Boyle (2012) detailed that engagement is similar to burnout and for the purpose of this study, employee engagement was measured utilizing the MBI-GS (Schaufeli et al., 1996) to evaluate the burnout– engagement continuum among employees using three dimensions: emotional exhaustion, cynicism, and reduced professional efficacy. These results are consistent with literature that burnout, the antithesis of engagement, increases turnover intention among contract security officers. Additionally, as noted by Lee (2013) increased organizational commitment of contract workers reduces labor costs but also enhances organizational flexibility.

Relationship between independent variables and the dependent variable.

The final research question, what is the relationship, if any, contract security officers' perceived organizational support, organizational commitment, employee engagement and turnover intention? The null hypothesis was that the linear combination of the independent variables of contract security officers' perceived organizational support, organizational commitment, and employee engagement is not related to the dependent variable of turnover intention. A stepwise regression model was used and the alternative hypothesis was accepted supporting the purpose of this study to determine if the combination of the independent variables of contract security officers' perceived organizational support, organizational commitment, and employee engagement are related to the dependent variable of turnover intention.

Recommendations

As noted by Becker and Cropanzano (2011) the annual turnover rate among all industries in the United States is 150%. Not only does turnover negatively impact organizations because of loss in organizational performance, but it negatively impacts employees left behind who endure knowledge loss. Cognitive conflict also increases because of high employee turnover. Organizations with high turnover are at risk of losing leaders and innovators because employees who leave an organization take knowledge and creativity upon leaving. The purpose of the findings presented in this study is to provide organizations with valuable information for retaining employees. In the following section are recommendations for practice and future research in this under studied area. The recommendations for practice are suggestions based on the findings and implications of this study. In the recommendations for future research, this researcher notes limitations of this study and critical analysis of what further studies on these topics could provide to practitioners of this field.

Recommendations for practice. The results of this study provided important recommendations and implications to security services professionals, particular those that recruit and hire contract security officers. As verified through data analysis, positive levels of the variables identified perceived organizational support, organizational commitment, and employee engagement result in negative intention to leave. Although this study focused on results from the contract security services the findings from this study have implications for both the contract security services organization as well as the organizations that choose to use these services.

Recommendations for further research. As noted by Fischer et al. (2013) there are several advantages of hiring contract security officers over in-house/proprietary officers. Some of these advantages include reduce cost, less administration, staffing impartiality and various expertise. These services can be more economical for an organization because contract security officers generally receive fewer benefits keeping salary costs down. Additionally, hiring contract security officers saves on administrative duties such as scheduling, or substituting when an officer is sick or terminates employment. Although these can be attractive advantages, the contracting organization may or may not be directly responsible for the treatment contract workers receive at the client organization (Fischer et al., 2013).

Since the contracting organization maintains some administrative control, the contract worker is likely to hold the contracting organization responsible for positive or negative perceptions of organizational support at the client organization. In this study, participants were asked to answer the survey questions based on their feelings regarding the company that pays them (i.e., the contracting organization vs. the client organization). It is unknown whether treatment at the client organization influenced their responses. Future research with respect to these variables and this population could benefit from a comparison of these same variables from both the contracting organization and the client organization.

Conclusions

As noted in the beginning for this study, turnover of security officers is particularly high (Brislin, 2014). Some officers vacate the position as early as four months to one year after taking the job (Bitzer, 2006). Additionally, turnover intention,

leading to actual turnover can be expensive. Depending on the position being refilled, costs associated with employee turnover can range from 25%-500% of the departing employee's salary (Ballinger et al., 2011). Although security departments contribute to the sustainability of a business, these departments do not generate revenue and there are advantages to using contract security officers to reduce costs (Marin, 2013). However this can lead to major obstacles within the profession resulting in increased turnover because more qualified staff leave for better job opportunities (Sennewald, 2011).

Whether or not similar patterns of turnover intention occur in contract workers was unknown or if classic organizational behavior theories adequately accounted for contractor turnover intention behavior. An understudied aspect in nontraditional employment research was how certain work related attitudes such as perceived organizational support, organizational commitment, and employee engagement were expressed in turnover intention within this population. Traditionally, most organizational behavior studies have focused on full-time permanent employees, assuming a two-party relationship between the employee and employer (Lapalme, Simard & Tremblay, 2011).

The purpose of conducting this study was to examine key work related attitudes as applied to alternate work arrangements, such as those of contract security officers to better understand which if specific work related attitudes have a negative on outcome turnover intentions of this population. The results of this study made the distinction that key work related attitudes of contract security officers' perceived organizational support, organizational commitment, and employee engagement negatively relate to the dependent variable of turnover intention.

References

- Allen, D. G., & Shanock, L. R. (2013). Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees. *Journal of Organizational Behavior, 34*(3), 350-369. <http://dx.doi.org/10.1002/job.1805>
- Arshadi, N. (2011). The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention mediating role of felt obligation. *Procedia - Social and Behavioral Sciences, 30*(2nd World Conference on Psychology, Counselling and Guidance - 2011), 1103-1108. <http://dx.doi.org/10.1016/j.sbspro.2011.10.215>
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Work engagement: Further reflections on the state of play. *European Journal of Work & Organizational Psychology, 20*(1), 74. <http://dx.doi.org/10.1080/1359432X.2010.546711>.
- Ballinger, G., Craig, E., Cross, R., & Gray, P. (2011). A stitch in time saves nine: leveraging networks to reduce the costs of turnover. *California Management Review, 53*(4), 111-133. doi: 10.1525/cmr.2011.53.4.111
- Baran, B., Shanock, L., & Miller, L. (2012). Advancing organizational support theory into the twenty-first century world of work. *Journal of Business & Psychology, 27*(2), 123-147. <http://dx.doi.org/10.1007/s10869-011-9236-3>.
- Becker, W. J. & Cropanzano, R. (2011). Dynamic aspects of voluntary turnover: An integrated approach to curvilinearity in the performance-turnover relationship. *Journal of Applied Psychology, 96*(2), 233-246. <http://dx.doi.org/10.1037/a0021223>
- Bidwell, M., Briscoe, F., Fernandez-Mateo, I., & Sterling, A. (2013). The employment relationship and inequality: how and why changes in employment practices are reshaping rewards in organizations. *Academy of Management Annals, 7*(1), 61. <http://dx.doi.org/10.1080/19416520.2013.761403>
- Bidwell, M. (2013). What happened to long term employment? The role of worker power and environmental turbulence in explaining declines in worker tenure. *Organization Science, 24*(4):1061-1082. <http://dx.doi.org/10.1525/cmr.2011.53.4.111>
- Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: Role of perceived organizational support, P-O fit, organizational commitment and job satisfaction. *Vikalpa: The Journal for Decision Makers, 38*(1), 27-40.
- Bitzer, E. (2006). Strategies for cutting turnover. *Security Management, 50*(5), 88-94. Retrieved from <https://sm.asisonline.org/Pages/strategies-cutting-turnover.aspx>
- Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.

- Boswell, W., Watkins, M., Triana, M., Zardkoohi, A., Ren, R., & Umphress, E. (2012). Second class citizen? Contract workers' perceived status, dual commitment and intent to quit. *Journal of Vocational Behavior*, 80, 454-463. <http://dx.doi.org/10.1016/j.jvb.2011.12.003>
- Bothma, F., & Roodt, G. (2012). Work-based identity and work engagement as potential antecedents of task performance and turnover intention: Unravelling a complex relationship. *SA Journal of Industrial Psychology*, 38(1), <http://dx.doi.org/10.4102/sajip.v38i1.893>
- Bothma, C.F.C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), <http://dx.doi.org/10.4102/sajhrm.v11i1.507>
- Brislin, R. (2014). *The effective security officer's training manual* (Third ed.). Waltham, MA: Butterworth-Heinemann. <http://dx.doi.org/10.1016/B978-0-12-800003-8.18001-5>
- Buch, R., Kuvaas, B., Shore, L., & Dysvik, A. (2014). Once bitten, twice shy? Past breach and present exchange relationships. *Journal of Managerial Psychology*, 29(8), 938. <http://dx.doi.org/10.1108/JMP-08-2012-0246>
- Cabric, M. (2015) *Corporate security management: Challenges, risk and strategies*. Waltham, MA: Butterworth-Heinemann.
- Cappelli P., & Keller, J. R. (2013a). A study of the extent and potential causes of alternative employment arrangements. *Industrial & Labor Relations Review*, 66(4), 874-901. <http://dx.doi.org/10.1177/001979391306600406>
- Cappelli P., & Keller, J. R. (2013b). Classifying work in the new economy. *Academy of Management Review* 38(4), 575. <http://dx.doi.org/10.5465/amr.2011.0302>
- Castellano, W. (2014). *Practices for engaging the 21st century workforce: Challenges of talent management in a changing workplace*. Upper Saddle River, NJ: Pearson Education.
- Chen, C., & Indartono, S. (2011). Study of commitment antecedents: The dynamic point of view. *Journal of Business Ethics*, 103, 529-541. <http://dx.doi.org/10.1007/s10551-011-0878x>.
- Chao-Chan, W., & Na-Ting, L. (2014). Perceived organizational support, organizational commitment and service-oriented organizational citizenship behaviors. *International Journal of Business & Information*, 9(1), 61-88.
- Chang-Wook, J. (2011). The concept of employee engagement: a comprehensive review from a positive organizational behavior perspective. *Performance Improvement Quarterly*, 24(2), 49-69. <http://dx.doi.org/10.1002/piq.20110>.

- Christian, M., Garza, A., & Slaughter, J. (2011). Work Engagements: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology, 64*(1), 89-136. <http://dx.doi.org/10.1111/j.1744-6570.2010.01203.x>
- Ciftcioglu, A. (2011). Investigating occupational commitment and turnover intention relationship with burnout syndrome. (Turkish). *Business & Economics Research Journal, 2*(3), 109-119.
- Cole, M. S., Walter, F., Bedeian, A. G., & O'Boyle, E. H. (2012). Job burnout and employee engagement: A meta-analytic examination of construct proliferation. *Journal of Management, 38*, 1550–1581. <http://dx.doi.org/10.1177/0149206311415252>
- Colling, R. (2015). Security staff turnover: a positive and a negative. *Journal of Healthcare Protection Management: Publication of the International Association for Hospital Security, 31*(2), 115-118
- Colquitt, J. A., Baer, M. D., Long, D. M., & Halvorsen-Ganepola, M. K. (2014). Scale indicators of social exchange relationships: A comparison of relative content validity. *Journal of Applied Psychology, 99*(4), 599-618. <http://dx.doi.org/10.1037/a0036374>.
- Committee on Science, Engineering, and Public Policy (U.S.), National Academy of Sciences (U.S.), National Academy of Engineering., & Institute of Medicine (U.S.). (2009). *On being a scientist: A guide to responsible conduct in research*, Washington, D.C: National Academies Press.
- Corley, K. G., & Gioia, D. A. (2011). Building theory about theory building: what constitutes a theoretical contribution? *Academy Of Management Review, 36*(1), 12-32. <http://dx.doi.org/10.5465/AMR.2011.55662499>
- Coyle-Shapiro, J., Morrow, P.C., & Kessler, I. (2006) Serving two organizations: Exploring the employment relationship of contracted employees. *Human Resource Management, 45*, 561-583.
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology, 95*, 834–848.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*, 874-900. <http://dx.doi.org/10.1177/0149206305279602>.
- Dalton, D. R. (2003). *Rethinking corporate security in the post-9/11 era: Issues and strategies for today's global business community*. Burlington, MA: Elsevier Butterworth-Heinemann.

- Daghfous, A., Belkhodja, O., & Angell, L. (2013). Understanding and managing knowledge loss. *Journal of Knowledge Management*, 17(5), 639-660.
- DeConinck, J. B. (2011). The effects of leader member exchange and organizational identification on performance and turnover among salespeople. *Journal of Personal Selling & Sales Management*, 31(1), 21-34.
<http://dx.doi.org/10.2753/PSS08853134310102>
- Dwivedi, S. (2015). Turnover intentions: Scale construction & validation. *Indian Journal of Industrial Relations*, 50(3), 452-468.
- Dey, M., Houseman, S. N., & Polivka, A.E., (2012). Manufacturers' outsourcing to staffing services. *Industrial & Labor Relations Review*, 65(3), 533-559.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
<http://dx.doi.org/10.1037/0021-9010.71.3.500>
- Eisenberger, R., & Stinglhamber, F. (2011). *Perceived organizational support: Fostering enthusiastic and productive employees*. Washington, DC: American Psychological Association. <http://dx.doi.org/10.1037/12318-000>.
- Ertas, N. (2015). Turnover intentions and work motivations of millennial employees in federal service. *Public Personnel Management*, 44, 401-423.
<http://dx.doi.org/10.1177/0091026015588193>
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A. (2009). Statistical power analyses using G*Power 3.1: Tests for correlation and regression analyses. *Behavior Research Methods*, 41(4), 1149-1160.
- Fischer, R., Halibozek, E., & Walters, D. (2013). *Introduction to security* (9th ed.). Burlington, MA: Butterworth-Heinemann.
- Gillet, N., Huart, I., Colombat, P., & Fouquereau, E. (2013). Perceived organizational support, motivation, and engagement among police officers. *Professional Psychology: Research and Practice*, 44(1), 46-55.
<http://dx.doi.org/10.1037/a0030066>
- Göbel, M., Vogel, R., & Weber, C. (2013). Management research on reciprocity: a review of literature. *Business Research*, 6 (1), 34-53.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26, 463-488.
<http://dx.doi.org/10.1177/014920630002600305>.

- Haden, S., Caruth, D. L., & Oyler, J. D. (2011). Temporary and permanent employment in modern organizations. *Journal of Management Research*, *11*, 145-158. Retrieved from <http://indianjournals.com/ijor.aspx?target=ijor:jmr&volume=11&issue=3&article=003&type=pdf>
- Harms, P. (2011). Adult attachment styles in the workplace. *Human Resource Management Review*, *21*, 285-296. <http://dx.doi.org/10.1016/j.hrmr.2010.10.006>
- Hom, P. W. (2011). Organizational exit. In S. Zedeck (Ed). *Handbook of industrial/organizational psychology (2)* 67-117. Washington, DC: American Psychological Association.
- Homans, G. (1961). *Social Behavior: Its Elementary Forms*. New York: Harcourt, Brace & World.
- Iqbal, S., & Hashmi, M. S. (2015). Impact of perceived organizational support on employee retention with mediating role of psychological empowerment. *Pakistan Journal of Commerce & Social Sciences*, *9*(1), 18-34.
- Joo, B., Hahn, H., & Peterson, S. L. (2015). Turnover intention: The effects of core self-evaluations, proactive personality, perceived organizational support, developmental feedback, and job complexity. *Human Resource Development International*, *18*(2), 116-130. <http://dx.doi.org/10.1080/13678868.2015.1026549>
- Johnson, R. R. (2015). Police organizational commitment. *Crime & Delinquency*, *61*(9), 1155. <http://dx.doi.org/10.1177/0011128712466887>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*(4), 692-724.
- Karanges, E., Beatson, A., Johnston, K., & Lings, I. (2014). Optimizing employee engagement with internal communication: A social exchange perspective. *Journal of Business Market Management*, *7*(2), 329-353.
- Kataria, A., Garg, P., & Rastogi, R. (2012). Employee engagement and organizational effectiveness: The role of organizational citizenship behavior. *International Journal of Business Insights & Transformation*, *6*(1), 102-113.
- Kitaoka-Higashiguchi, K., Nakagawa, H., Morikawa, Y., Ishizaki, M., Miura, K., Naruse, Y., & Higashiyama, M. (2004). Construct validity of the Maslach Burnout Inventory-General Survey. *Stress & Health: Journal of the International Society for the Investigation of Stress*, *20*(5), 255-260
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2015). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, <http://dx.doi.org/10.1177/0149206315575554>

- Kumar, R., & Koh Geok, E. (2012). Perceived organizational commitment and its impact to the turnover intention: A correlation analysis. *Journal of Global Business & Economics*, 4(1), 40-57.
- Lapalme, M. L., Simard, G. S., & Tremblay, M. (2011). The influence of psychological contract breach on temporary workers' commitment and behaviors: A multiple agency perspective. *Journal of Business & Psychology*, 26, 311-324. <http://dx.doi.org/10.1007/s10869-010-9190-5>
- Lee, J. (2013). The in-house contracting paradox: Flexibility, control, and tension. *World Development*, 45, 161-174. <http://dx.doi.org/10.1016/j.worlddev.2012.10.012>.
- Leedy, P. D., & Ormrod, J. E. (2012). *Practical research: Planning and design* (10th ed.) Upper Saddle River, NJ: Pearson Education.
- Liden, R. C., Wayne, S. J., Kraimer, M. L., & Sparrowe, R. T. (2003). The dual commitments of contingent workers: an examination of contingents' commitment to the agency and the organization. *Journal of Organizational Behavior*, 24(5), 609-625. <http://dx.doi.org/10.1002/job.208>.
- MacKenzie, S., Podsakoff, P. & Podsakoff, N. (2011). Construct measurement and validation procedures in MIS and behavioral Research: Integrating new and existing techniques, *MIS Quarterly*, 35(2), 293-334.
- Marin, C. (2013). An old debate in a new setting: In-house versus outsources security staff in the context of International organizations. *Journal of Applied Security Research*, 8(4), 510-550 <http://dx.doi.org/10.1080/19361610.2013.825756>.
- Martins, E., & Meyer, H. (2012). Organizational and behavioral factors that influence knowledge retention. *Journal of Knowledge Management*, 16(1), 77-96.
- Maslach, C. (2011). Engagement research: Some thoughts from a burnout perspective. *European Journal of Work and Organizational Psychology*, 20(1), 47-52.
- Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). Maslach Burnout Inventory manual (3rd ed.). Palo Alto, CA: Consulting Psychologists Press.
- Matz, A., Wells, J., Minor, K., & Angel, E. (2012). Predictors of turnover intention among staff in juvenile correctional facilities: The relevance of job satisfaction and organizational commitment. *Youth Violence and Juvenile Justice*, 11(2), 115-131.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit atwork. *Journal of Occupational & Organizational Psychology*, 77(1), 11-37.

- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [http://dx.doi.org/10.1016/1053-4822\(91\)90011-Z](http://dx.doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extensions and test of a three component conceptualization. *Journal of Applied Psychology*, 78, 538-551. <http://dx.doi.org/10.1037/0021-9010.78.4.538>
- Meyer, J. P., & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human Resource Management Review*, 20, 283-294. <http://dx.doi.org/10.1016/j.hrmr.2009.09.001>.
- Meyer, J. P., Stanley, D. J., Jackson, T. A., McInnis, K. J., Maltin, E. R., & Sheppard, L. (2012). Affective, normative, and continuance commitment levels across cultures: A meta-analysis. *Journal of Vocational Behavior*, 80, 225-245. <http://dx.doi.org/10.1016/j.jvb.2011.09.005>.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover*. New York, NY: Academic Press.
- Newsome, B. (2014) *A practical introduction to security and risk management*. Thousand Oaks, CA: Sage.
- Nitesh, S. S., NandaKumar, V. M., & Asok, K. S. (2013). Role of pay as perceived organizational support contributes to employee's organizational commitment. *Advances in Management*, 6(8), 52-54.
- Ölcer, F. (2015). The investigation of the relationship between organizational justice and turnover intention: the mediating role of organizational commitment. *Economic Computation & Economic Cybernetics Studies & Research*, 49(3), 223-241.
- Palinkas, L., Horwitz, S., Green, C., Wisdom, J., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration & Policy in Mental Health & Mental Health Services Research*, 42(5), 533. <http://dx.doi.org/10.1007/s10488-013-0528-y>
- Pedulla, D. S. (2013). The hidden costs of contingency: Employers' use of contingent workers and standard employees' outcomes. *Social Forces*, 92(2), 691-722
- Purpura., P. (2013) *Security and loss prevention: An introduction*.(6th ed). Waltham, MA: Butterworth-Heinemann.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86, 825-836. <http://dx.doi.org/10.1037/0021-9010.86.5.825>.

- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology, 87*, 698–714. <http://dx.doi.org/10.1037/0021-9010.87.4.698>
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal, 53*, 617–635.
- Rose, S. & Pietri, C. (2002). Workers as research subjects: A vulnerable population. *Journal of Occupational and Environmental Medicine, 44* (9), 801-805.
- Sabatelli, R. (2009) “Social Exchange Theory”. In Reis, H. T., & Sprecher, S. (Eds.).(2009). *Encyclopedia of human relationships*. Thousand Oaks, CA: Sage Publications, Inc. <http://dx.doi.org/10.4135/9781412958479>.
- Saks, A., & Gruman, J. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly, 25*(2), 155-182.
- Schaufeli, W. B., Leiter, M. P., Maslach, C., & Jackson, S. E. (1996). The Maslach Burnout Inventory-General Survey. In C. Maslach, S. E. Jackson, & M. P. Leiter (Eds.), *Maslach Burnout Inventory*. Palo Alto, CA: Consulting Psychologists Press.
- Sefalafala, T., & Webster, E. (2013). Working as a security guard: the limits of professionalisation in a low status occupation. *South African Review of Sociology, 44*(2), 76. <http://dx.doi.org/10.1080/21528586.2013.802539>
- Sennewald, C. (2011). *Effective security management* (5th ed.). Burlington, MA: Butterworth-Heinemann.
- Shanock, L., & Eisenberger, R. (2006). When supervisors feel supported: Relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied Psychology, 91*(3), 689-695.
- Shore, L. M., & Tetrick, L. E. (1991). A construct validity study of the survey of perceived organizational support. *Journal of Applied Psychology, 76*, 637-643.
- Singleton, R. A., & Straits, B. C. (2010). *Approaches to social research* (5th ed.). New York, NY: Oxford University Press.
- Swart, M. (2011). Maximizing the value of a contingent workforce. *Employment Relations Today (Wiley), 38*(1), 53. <http://dx.doi.org/10.1002/ert.20332>
- Tnay, E., Othman, A. A., Siong, H. C., & Lim, S. O. (2013). The influences of job satisfaction and organizational commitment on turnover intention. *Procedia – Social and Behavioral Sciences, 97*(The 9th International Conference on Cognitive Science), 201-208. <http://dx.doi.org/10.1016/j.sbspro.2013.10.223>

- Wasserman, R. (2013). Ethical issues and guidelines for conducting data analysis in psychological research. *Ethics & Behavior*, 23(1), 3-15. <http://dx.doi.org/10.1080/10508422.2012.728472>.
- Wilkin, C. L. (2013). I can't get no job satisfaction: Meta-analysis comparing permanent and contingent workers. *Journal of Organizational Behavior*, 34(1), 47-64. <http://dx.doi.org/10.1002/job.1790>.
- Yücel, İ. (2012). Examining the relationships among job satisfaction, organizational commitment, and turnover intention: An empirical study. *International Journal of Business & Management*, 7(20), 44-58. <http://dx.doi.org/10.5539/ijbm.v7n20p44>.
- Zagencyk, T. J., Scott, K. D., Gibney, R., Murrell, A. J., & Thatcher, J. (2011). Social influence and perceived organizational support: A social networks analysis. *Organizational Behavior & Human Decision Processes*, 111(2), 127-138. <http://dx.doi.org/10.1016/j.obhdp.2009.11.0>

Appendix A: Permission to Survey

PERMISSION TO SURVEY

May 22, 2015

Greetings,

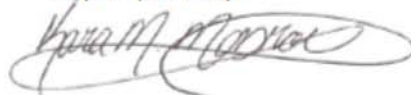
I am a doctoral candidate at Northcentral University (Prescott Valley, AZ) writing my dissertation tentatively titled "Examination of Perceived Organizational Support, Organizational Commitment, and Employee Engagement on Turnover Intention among Contract Security Officers" under the direction of my dissertation committee. The primary purpose of this study is to examine turnover intention among contract security officers by evaluating responses to a survey and conducting a correlation study.

I would like your permission to survey contracted security officers who are members of your organization. To protect anonymity of participants, the data will be collected using an online survey in which participants do not need to enter personal identifiable information. Therefore, data relevant to this study can be stored online without linking personal identifiers to the participants' responses and compromising privacy. Participants' individual responses will not be released and the researcher will use the data collected from the survey for the sole purpose of testing hypotheses and identifying statistical relationships. The data will be stored in on a password protected computer in a password protected electronic file. I am requesting if I can submit a formal request with a link to the survey on a public board accessible by your members for those who want to volunteer in this study.

In order to mitigate ethical risks that can arise in the workplace it must be stressed that these results are kept in strict confidence and individual results will not be shared. The researcher will provide participants with an informed consent document that will include information about the purpose of research, duration of participation, details regarding confidentiality, voluntary participation, requests to withdraw, and information that there will not be a monetary incentive for participation. The researcher will provide participants with an opportunity to ask questions regarding their role in the study and will give adequate time for obtaining voluntary agreement. Also contained in the document will be contact information for the researcher for questions or concerns regarding their consent to participate which will be maintained by the researcher. All research materials will be destroyed after 7 years.

If this is acceptable, please indicate you are granting permission through concurrence in an email with the second page of this letter cut and pasted **on your official letterhead, and signed by an authorized individual from your organization**

Very respectfully,



Appendix B: Invitation to Participate

Invitation to Participate

You have been identified as a possible volunteer to take a survey to collect data that will be used for a student research study. The purpose of this study is to better understand factors that affect how you feel about your job and your company.

To take part in the survey you must be working at least part time as a security officer hired by a security services company but working at a client site located in the United States.

You will not be asked for personal information and your answers will not be shared with your company. Only the researcher, Kara M. Monroe will see the answers.

If you chose to take the survey, please read the informed consent form and click the link to the survey.

You will not be paid for taking the survey and if you want to stop you can do so at any time.

Please ask any questions you may have.



Kara M. Monroe, Researcher

This research is conducted by Kara M. Monroe, as part of a doctoral dissertation at Northcentral University. I can be contacted by e-mail at K.Monroe2553@email.ncu.edu or by phone at 319-830-5663

Appendix C: Informed Consent

A

Informed Consent Form | 2015

Examination of Perceived Organizational Support, Organizational Commitment, and Employee Engagement on Turnover Intention among Contract Security Officers

What is the study about? You are being asked to volunteer to take part in a research study about contract security officers. The purpose of this study is to better understand how you feel about your employment with your security company.

What will be asked of me? You will be asked to answer questions using an online survey about how you feel about your job and company. The survey is 51 questions and will take about 20 minutes to complete.

Who is involved? The following people are involved in this project and may be contacted at any time:

Researcher Name: Kara Monroe

Researcher Email: K.Monroe2553@email.ncu.edu

Researcher Phone number: 319-830-5663

Dissertation Chair Name: Dr. Craig Barton

Dissertation Chair Email: cbarton@ncu.edu

Dissertation Chair Phone: 844-628-1871

Are there any risks? There are no known risks in this study but some of the questions may be personal about how you feel about your job or company. Your participation is completely voluntary.

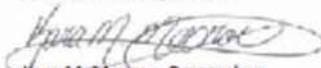
What are some benefits? There are no direct benefits of taking the survey but answers will be examined to better understand how contract security officers feel about their jobs and company. You will not be paid for taking the survey.

Is the study confidential/will I be anonymous? You will not be asked for your name or other personal information. Answers will be kept private and will not be shared with your company. Only the researcher will see the answers.

Can I stop participating the study? Yes, you can stop the survey at any time.

What if I have questions about my rights as a research participant or complaints? If you have questions or complaints about your participation in this study, please contact the researcher identified in this form. Or if you prefer to talk to someone outside the study team, you can contact Northcentral University's Institutional Review Board at irb@ncu.edu or call 1-888-327-2877, extension 8014.

Thank you for participating in this study! We would be happy to answer any questions you might have. Please direct your questions or comments to: Kara Monroe, K.Monroe2553@email.ncu.edu or Dr. Craig Barton, cbarton@ncu.edu



Kara M. Monroe, Researcher

I have read this consent form and I understand what study is about and what is being asked of me. I agree to answer questions about my job and company using an online survey. I understand that I can stop the survey at any time and my company does not know of my participation.

Yes, I agree to take the survey [link to survey]

No, I do not agree to take the survey [no further action]

The survey is hosted by SurveyMonkey using a secure connection. Terms of Use can be viewed at <https://www.surveymonkey.com/mp/policy/terms-of-use/>

If you want a copy of this consent form for your records, you can print this page. If you would like documentation linking you to this research study, please email your request to K.Monroe2553@email.ncu.edu

Appendix D: Survey Instructions and Demographic Questions

The following survey contains 50 questions to represent possible opinions that you may have about your employment at your contracting organization (organization that pays you).

The first part of the survey is general demographics questions.

The remainder of the survey is divided into sections to measure perceived organizational support, organizational commitment, employee engagement, and turnover intention.

Informed Consent:

I have read the informed consent form and I understand what the study is about and what is being asked of me. I agree to volunteer to answer questions about my employment using an online survey. I understand that I can withdraw from the study at any time without penalty or consequence

Yes, I agree to participate

No, I do not agree to participate

Demographic Information:

Employment:

Employed, working full time

Employed, working part time

At which location do you work?

At a client organization (organization where I work) located in the United States

At my contracting organization (organization that pays me) in the United States

Not located in the United States

Appendix E: Perceived Organizational Support Questions

Perceived Organizational Support

Please indicate the degree of your agreement or disagreement with each statement choosing a number that best represents your point of view about your contracting organization (organization that pays you). Please choose from the following answers:

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

1. The organization values my contribution to its well-being.
2. The organization fails to appreciate any extra effort from me. (R)
3. The organization would ignore any complaint from me. (R)
4. The organization really cares about my well-being.
5. Even if I did the best job possible, the organization would fail to notice. (R)
6. The organization cares about my general satisfaction at work.
7. The organization shows very little concern for me. (R)
8. The organization takes pride in my accomplishments at work.

(Eisenberger, Huntington, Hutchison, & Sowa, 1986)

Appendix F: Organizational Commitment Questions

Organizational Commitment

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel a strong sense of "belonging" to my organization. (R)
4. I do not feel "emotionally attached" to this organization. (R)
5. I do not feel like "part of the family" at my organization. (R)
6. This organization has a great deal of personal meaning for me.
7. Right now, staying with my organization is a matter of necessity as much as desire.
8. It would be very hard for me to leave my organization right now, even if I wanted to.
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
10. I feel that I have too few options to consider leaving this organization.
11. If I had not already put so much of myself into this organization, I might consider working elsewhere.
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
13. I do not feel any obligation to remain with my current employer. (R)
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
15. I would feel guilty if I left my organization now.
16. This organization deserves my loyalty.
17. I would not leave my organization right now because I have a sense of obligation to the people in it.
18. I owe a great deal to my organization.

(Meyer, Allen, & Smith, 1993)

Appendix G: Employee Engagement Questions

Employee engagement

Please read each statement carefully and decide if you ever feel this way *about your job*. If you have *never* had this feeling indicate with a zero. If you have had this feeling, I indicate *how often* you feel it, from 1 to 7, which best describes how frequently you feel that way.

How often:

1	2	3	4	5	6	7
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. I feel depressed at work.
2. In my opinion, I am good at my job.
3. I doubt the significance of my work.

(Schaufeli, Leiter, Maslach, & Jackson, 1996 ©).

Appendix H: Turnover Intention Questions

Turnover Intention

The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response by indicating the frequency of occurrence to each statement at your contracting organization utilizing the scale as indicated.

How often have you considered leaving your job?	Never	1-----2-----3-----4-----5	Always
To what extent is your current job satisfying your personal needs? R	To no extent	1-----2-----3-----4-----5	To a very large extent
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-----2-----3-----4-----5	Always
How often do dream about getting another job that will better suit your personal needs?	Never	1-----2-----3-----4-----5	Always
How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-----2-----3-----4-----5	Highly likely
How often do you look forward to another day at work?	Always	1-----2-----3-----4-----5	Never

(Bothma & Roodt, 2013)

Appendix I: Hypothesis Test Assumptions

Linear Relationships

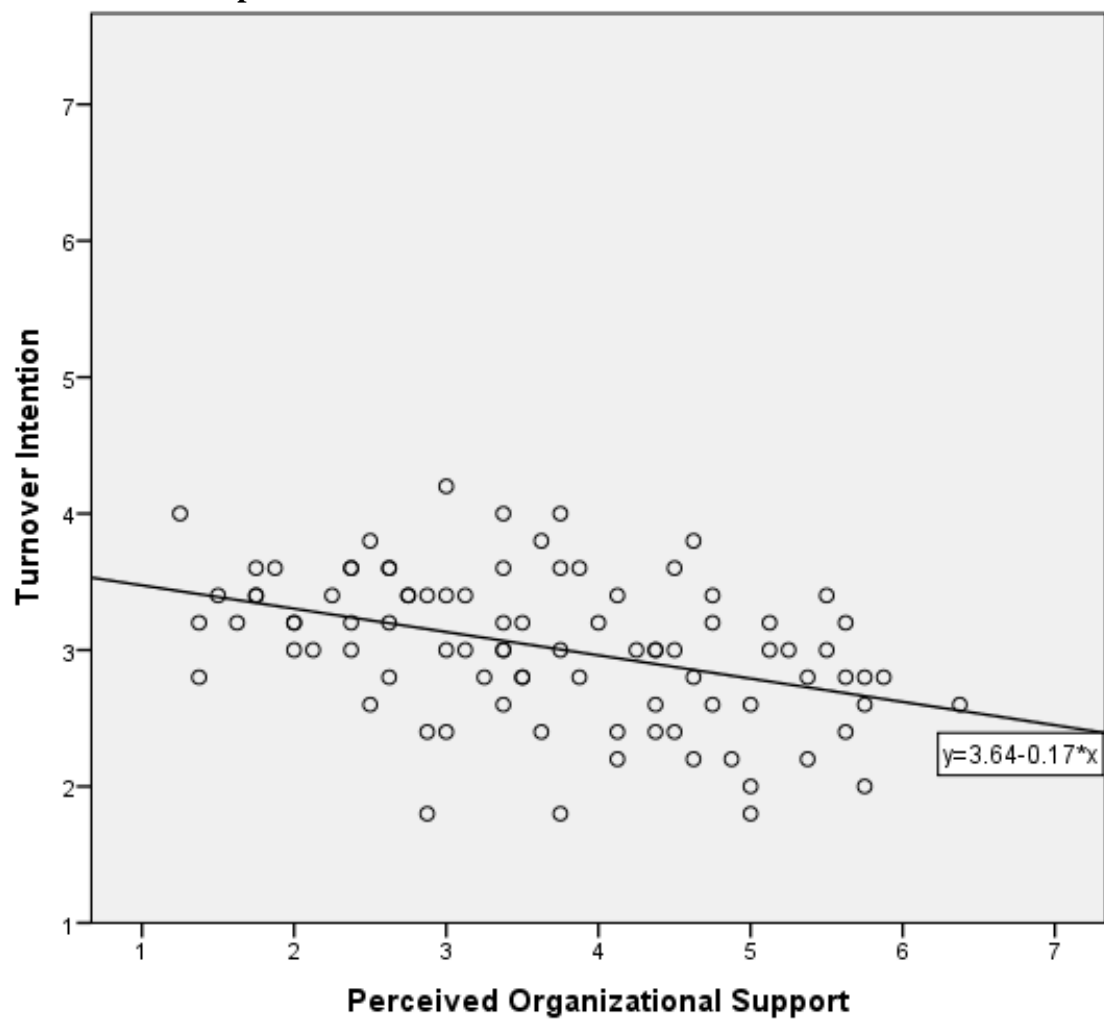


Figure 1. Linear Relationship Between Perceived Organizational Support and Turnover Intention

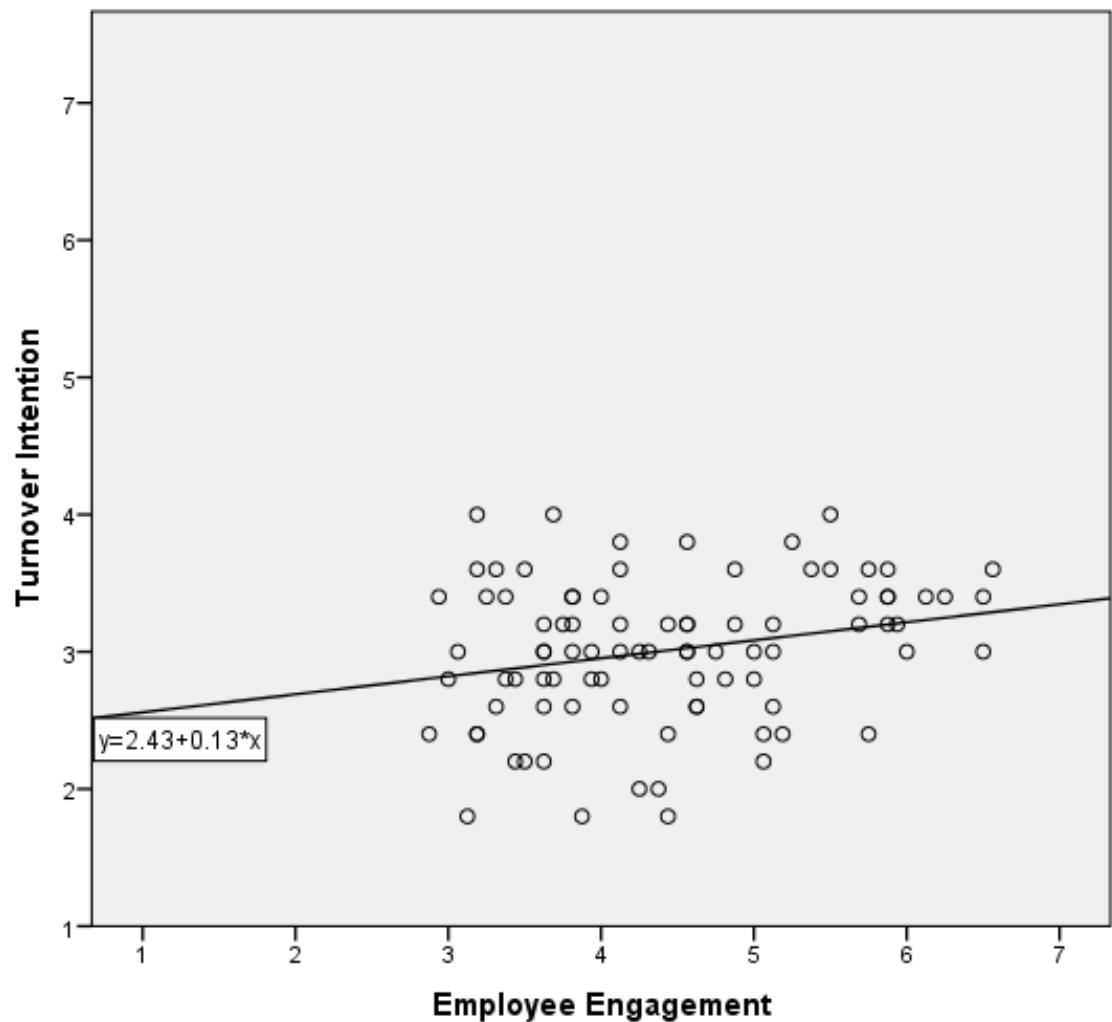


Figure 2. Linear Relationship Between Organizational Commitment and Turnover Intention

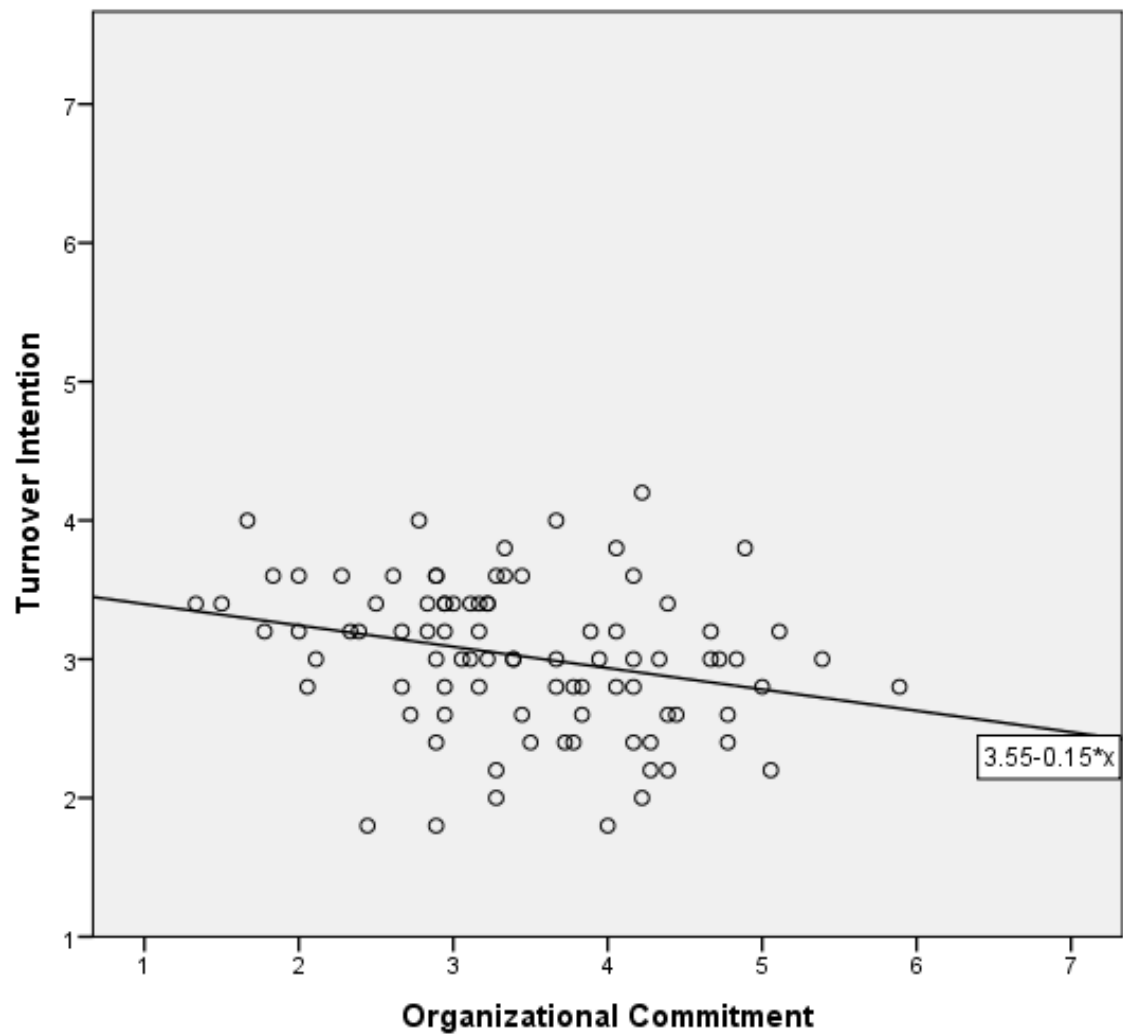


Figure 3. Linear Relationship Between Organizational Commitment and Turnover Intention

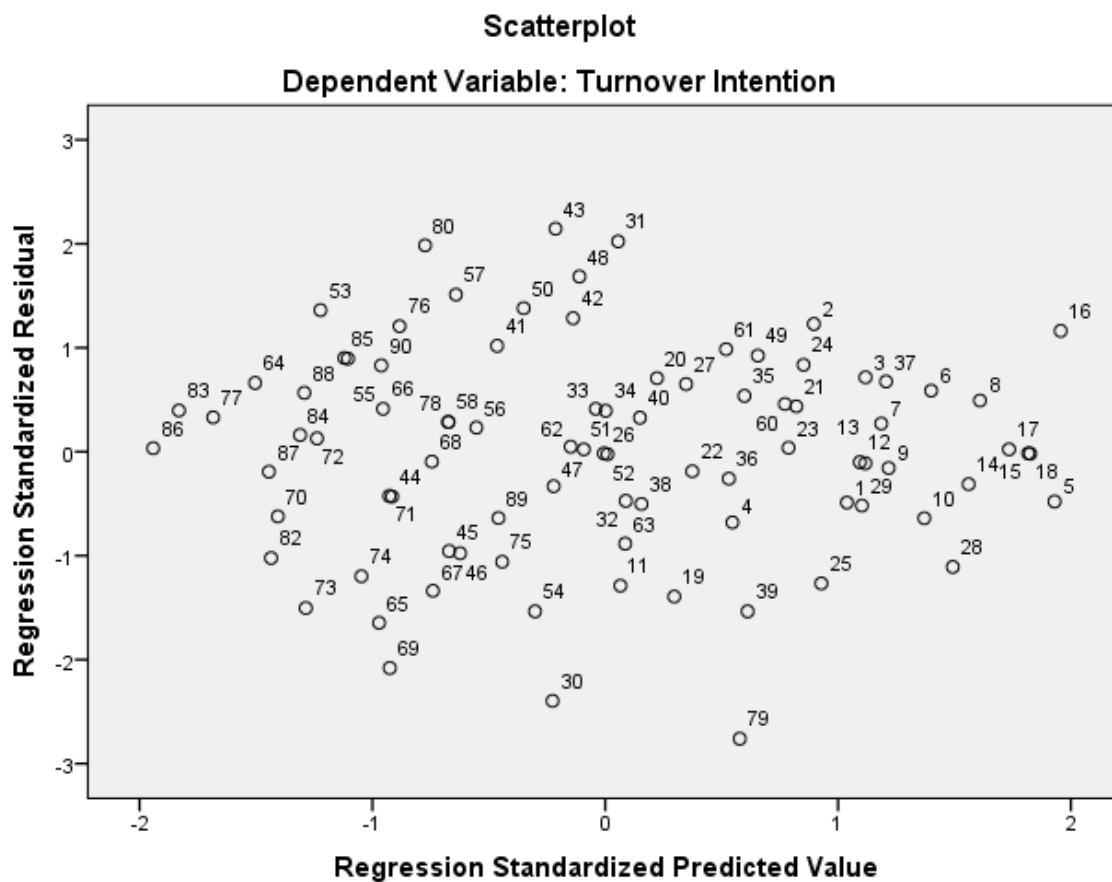


Figure 4. Linear Relationship Between Standardized Residual and Standardized Predicted Values

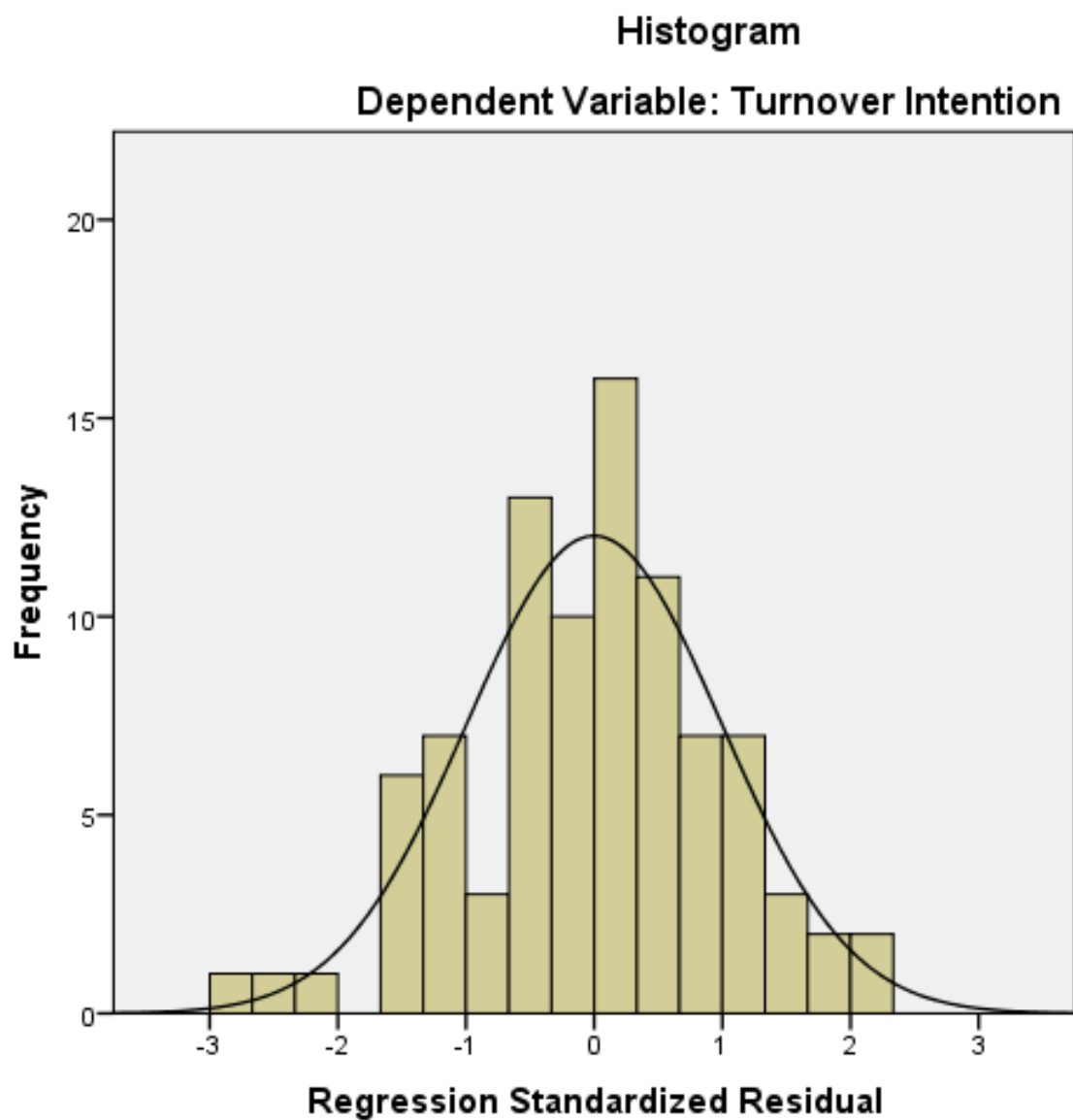
Normal distribution of the residuals

Figure 5. Normal Curve of the Perceived Organizational Support Residuals

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Turnover Intention

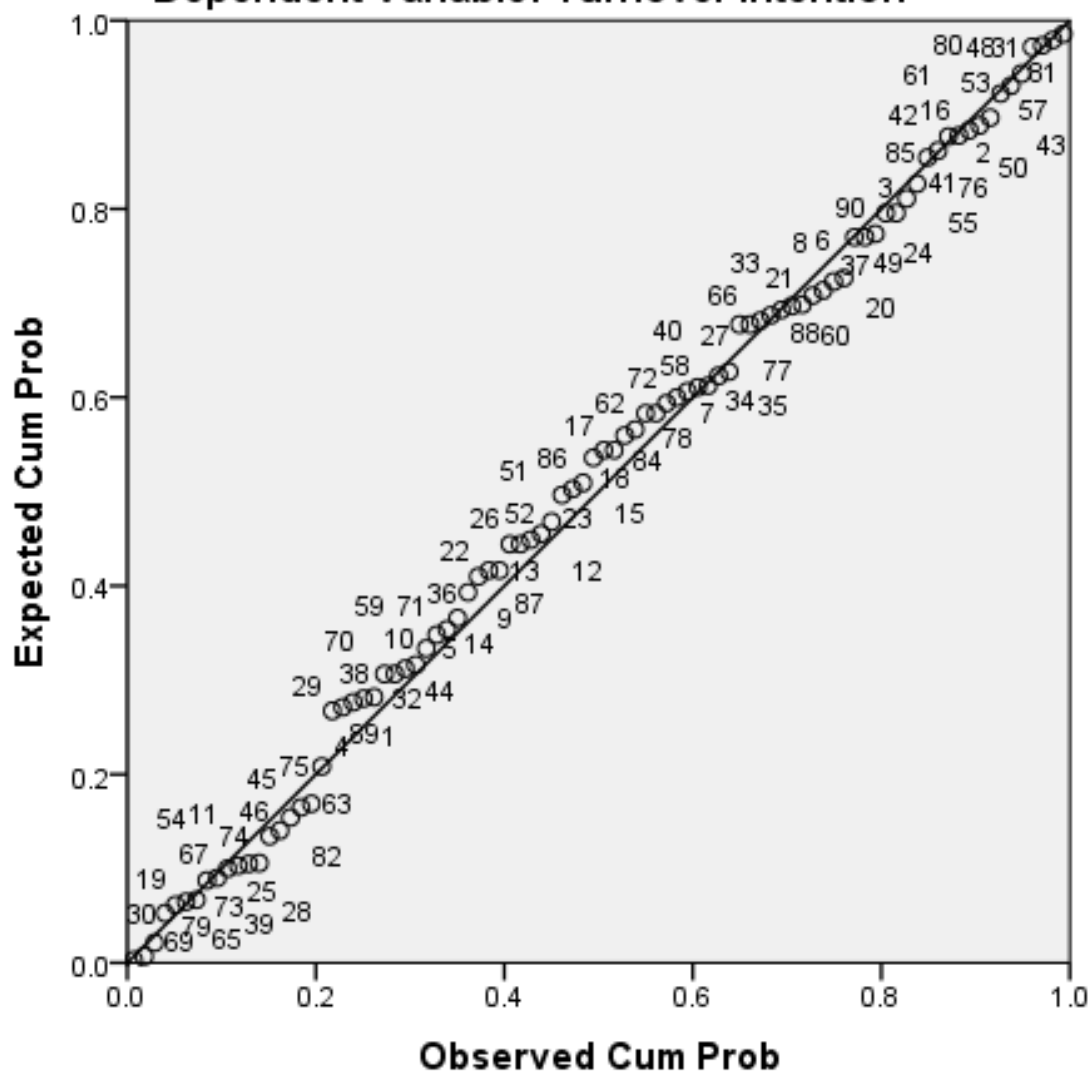


Figure 6. P-P Plot of the Perceived Organizational Support Residuals

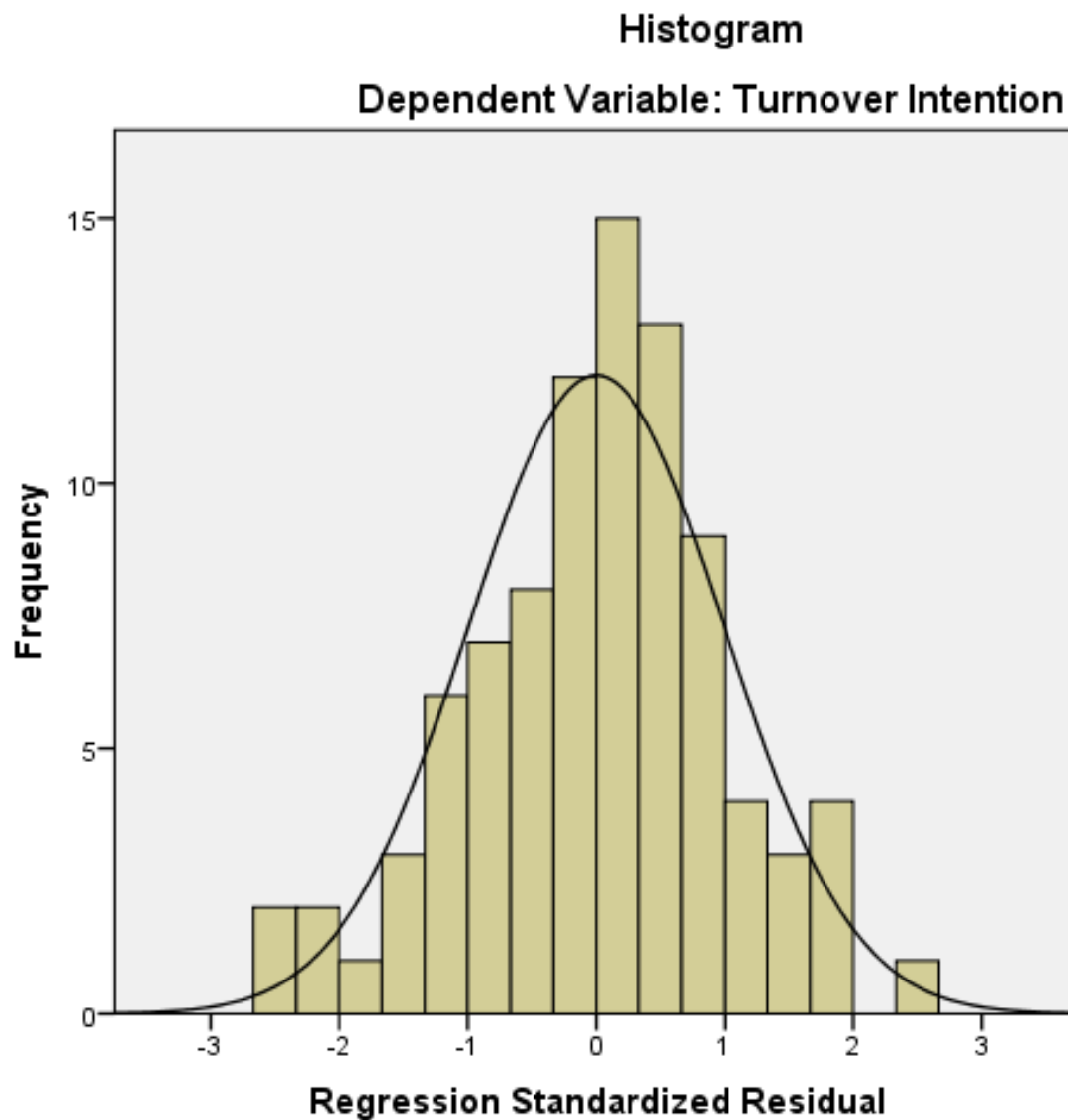


Figure 7. Normal Curve of the Organizational Commitment Residuals

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Turnover Intention

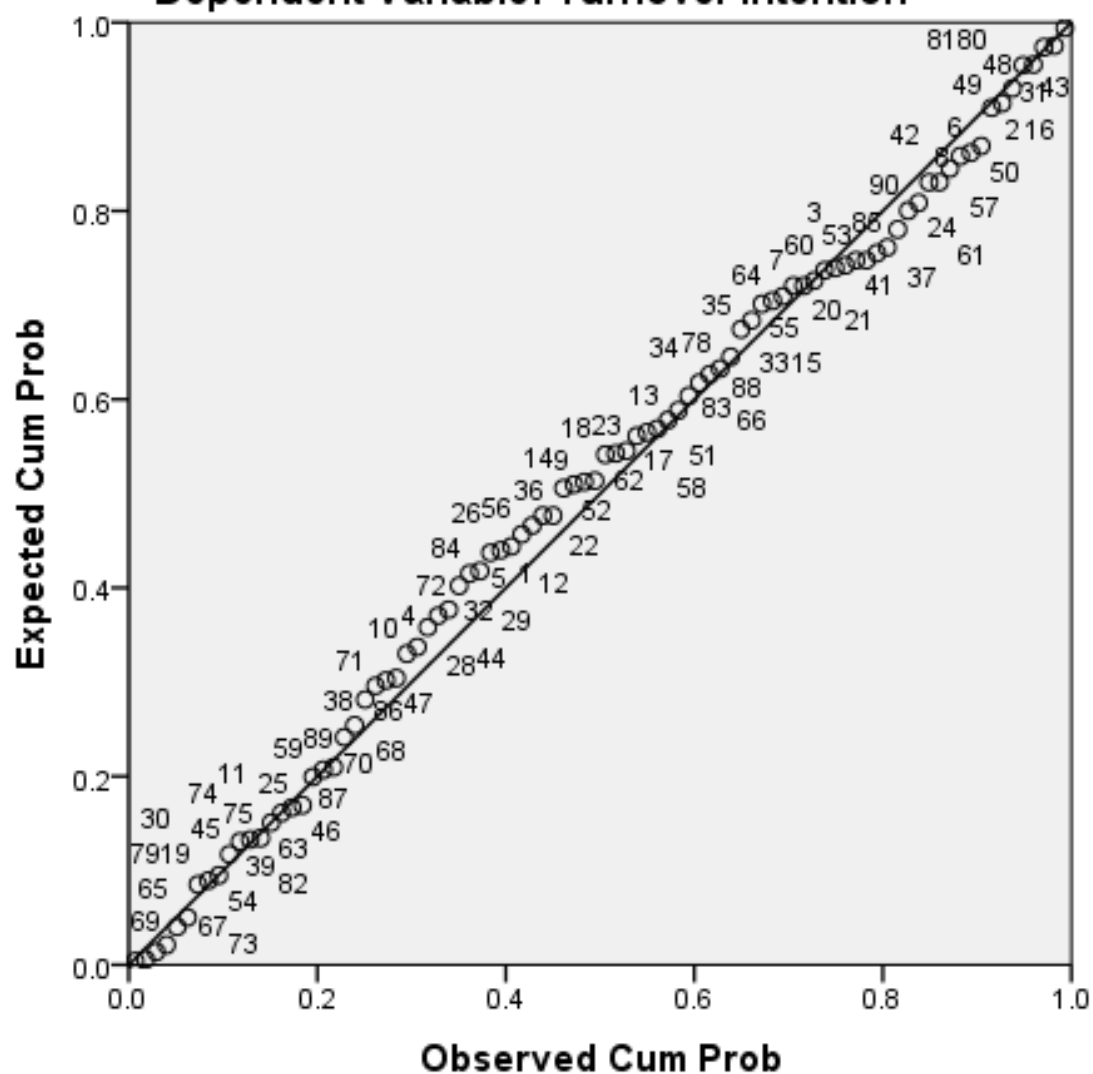


Figure 8. P-P Plot of the Organizational Commitment Residuals

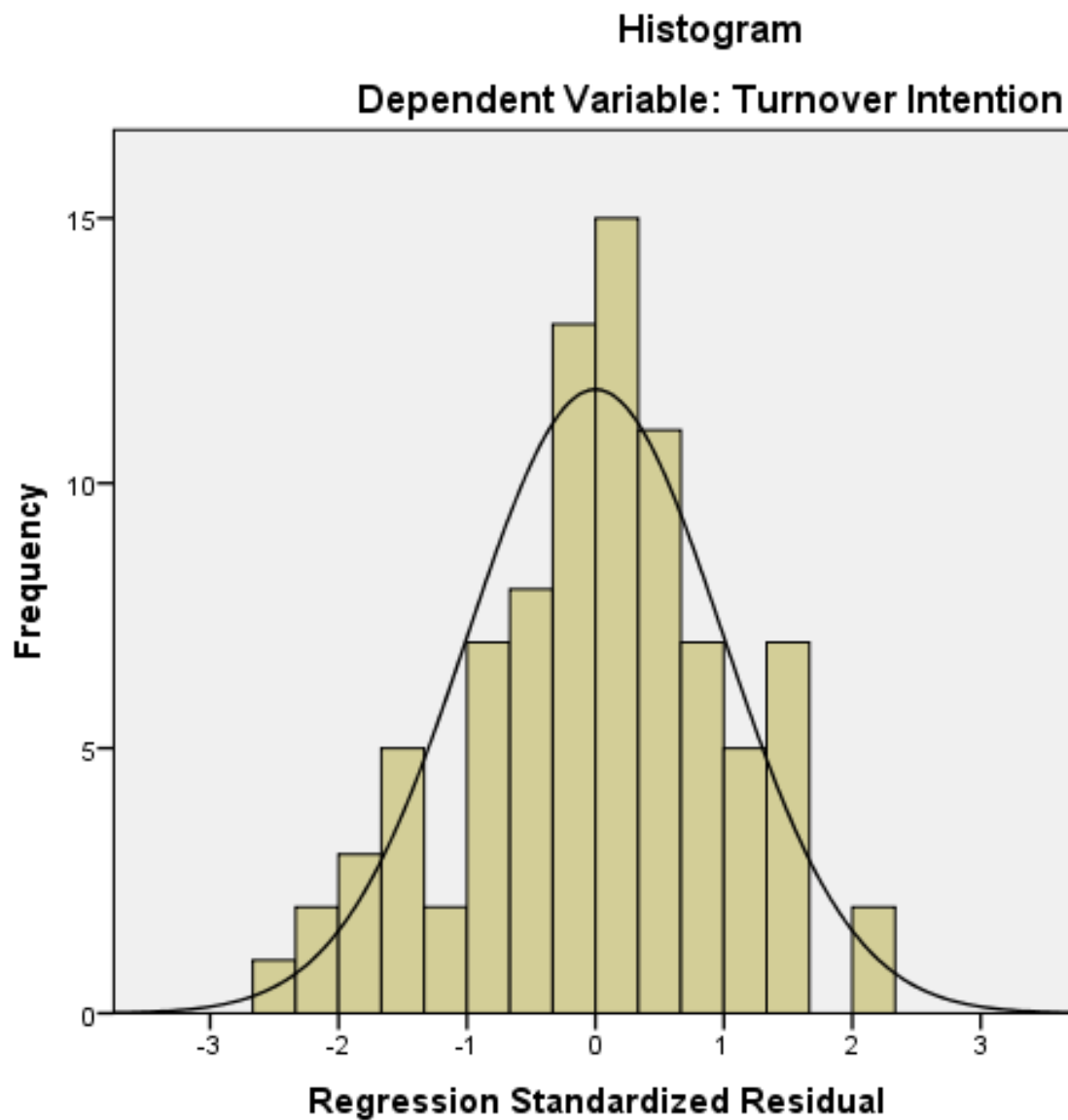


Figure 9. Normal Curve of the Employee Engagement Residuals

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Turnover Intention

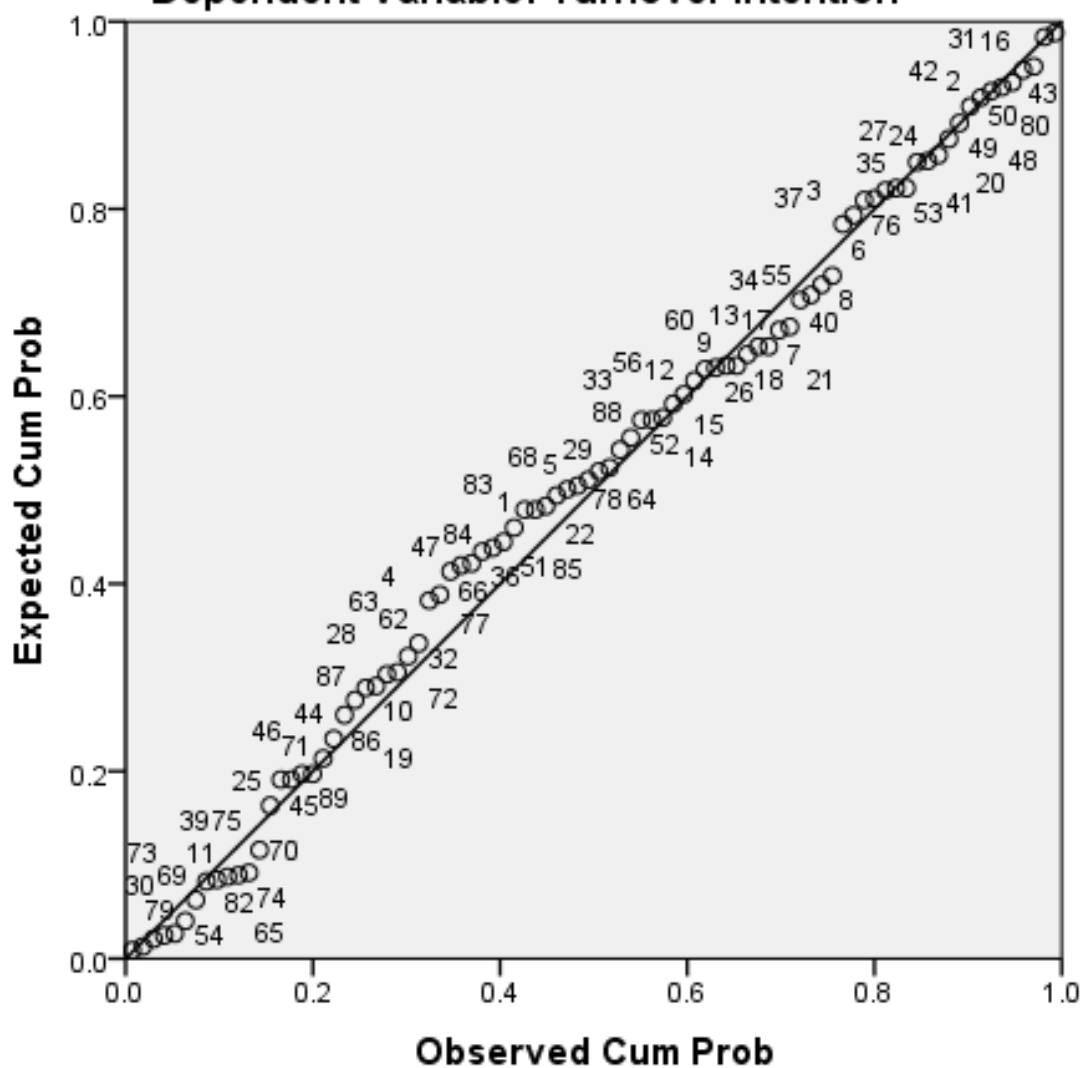


Figure 10. P-P Plot of the Employee Engagement Residuals

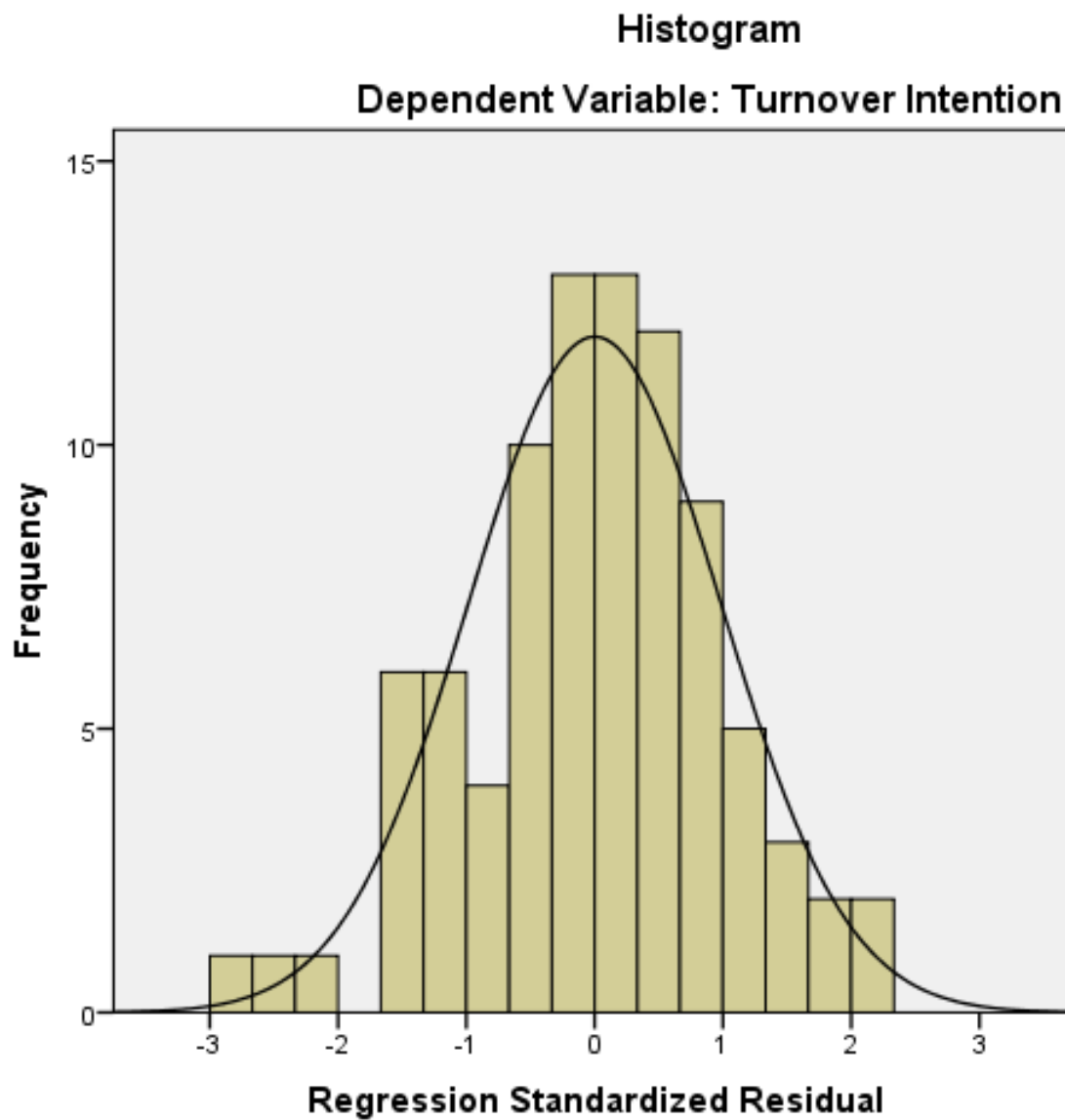


Figure 11. Normal Curve of the Standardized Residuals

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Turnover Intention

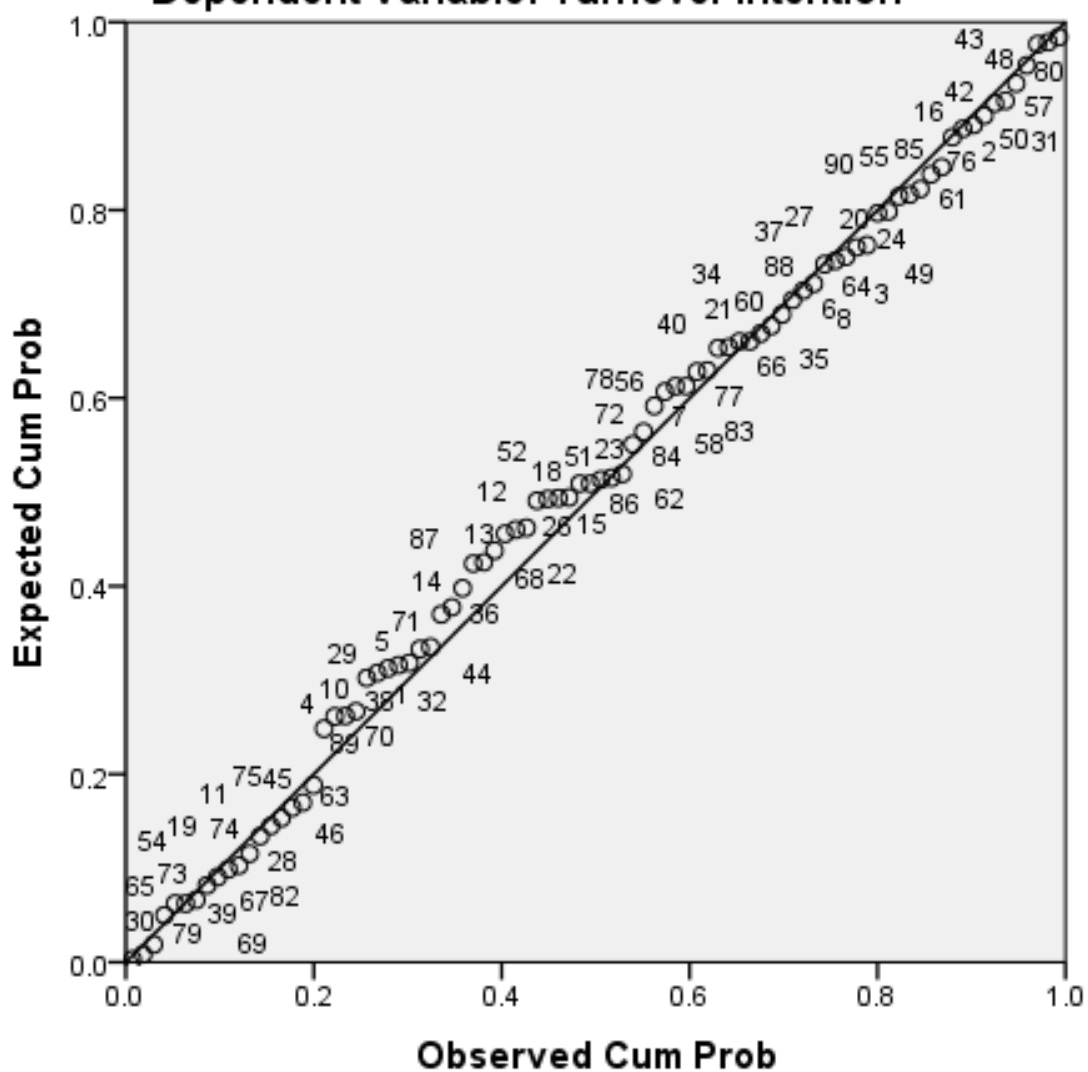


Figure 12. P-P Plot of the Standardized Residuals

Homoscedasticity of residuals

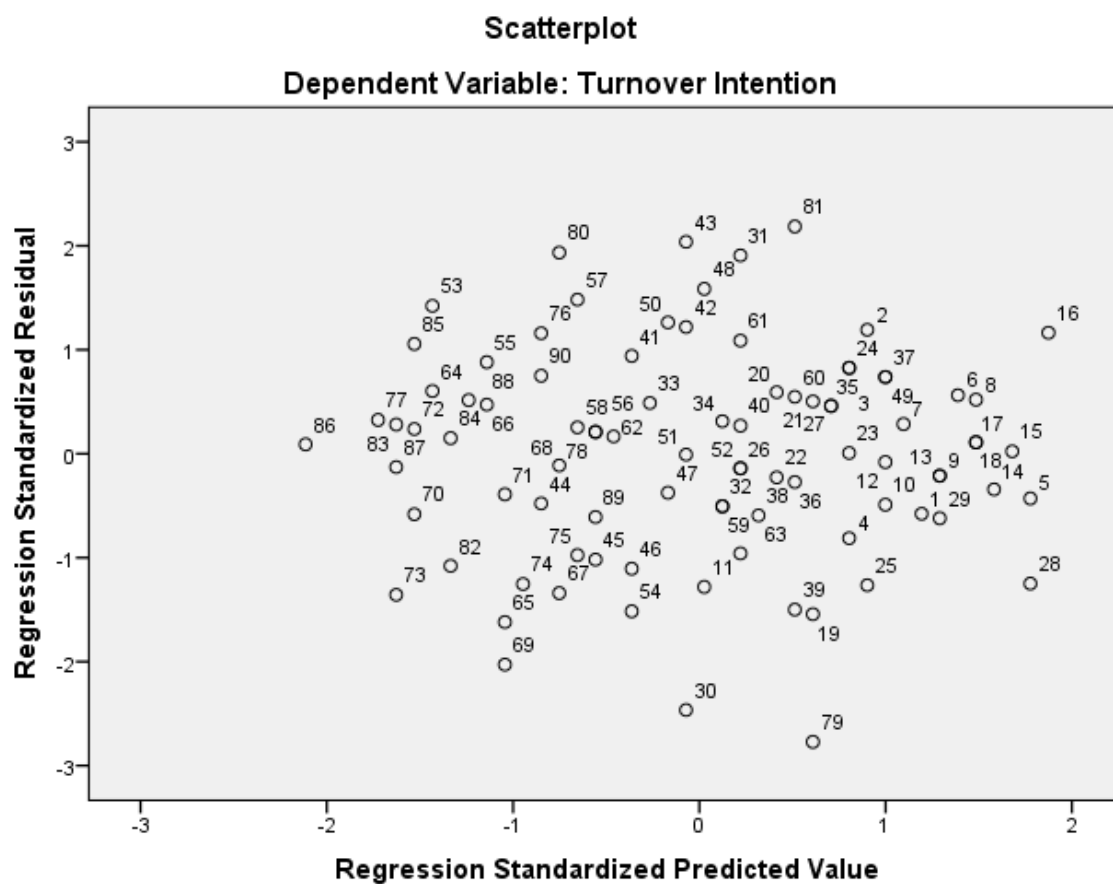


Figure 13. Relationship of Standardized Residual and Predicted Values for Perceived Organizational Support

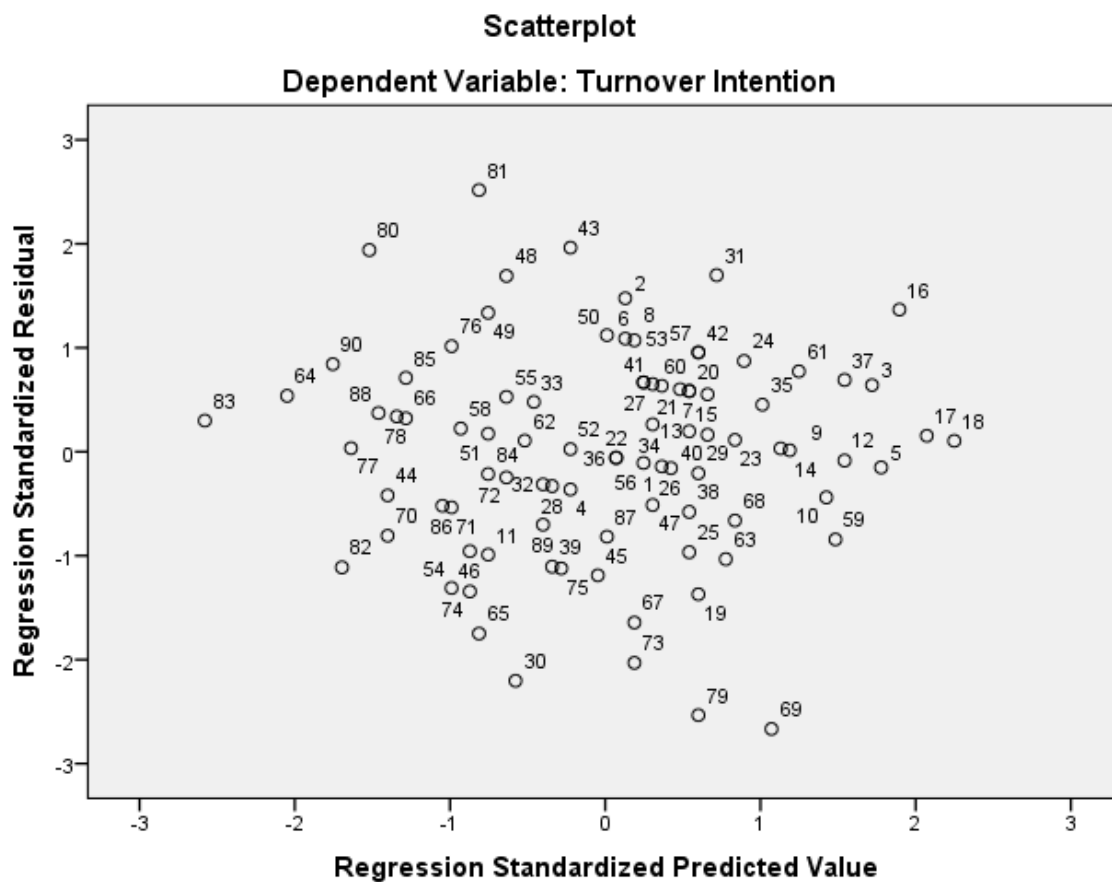


Figure 14. Relationship of Standardized Residual and Predicted Values for Organizational Commitment

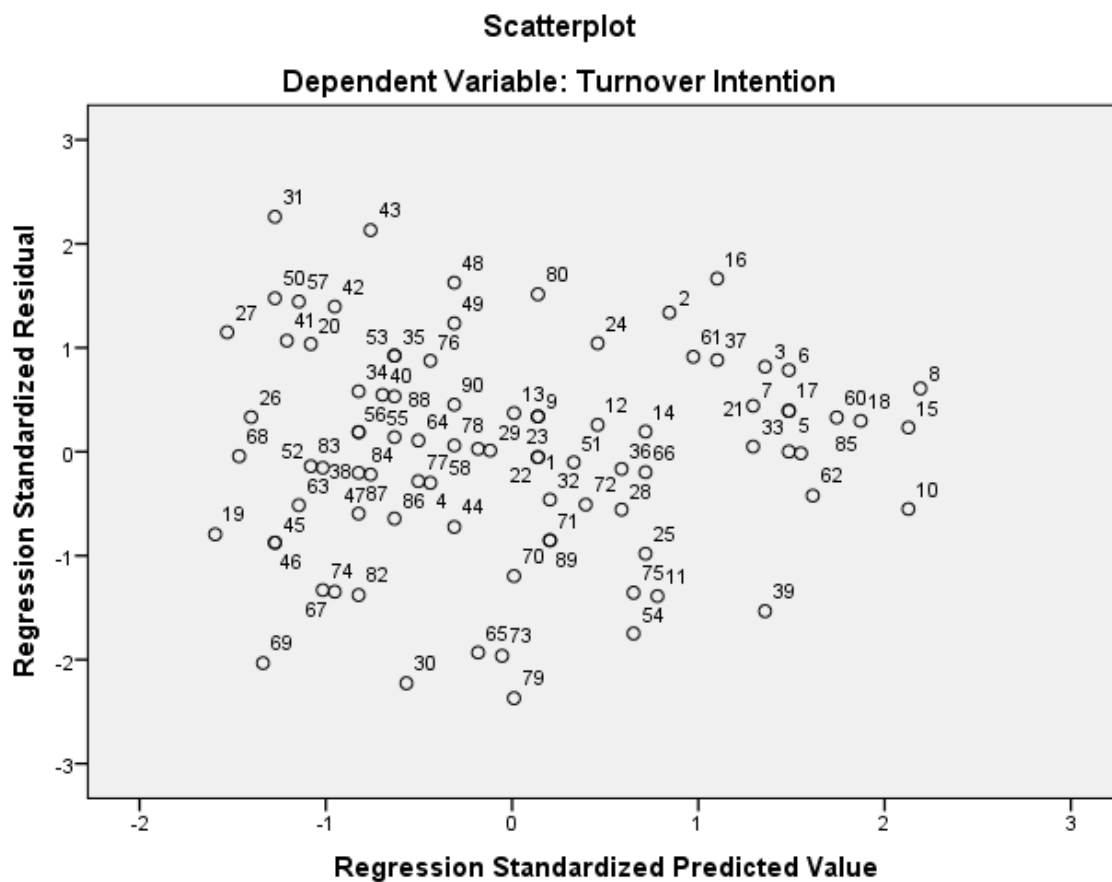


Figure 15. Relationship of Standardized Residual and Predicted Values for Employee Engagement

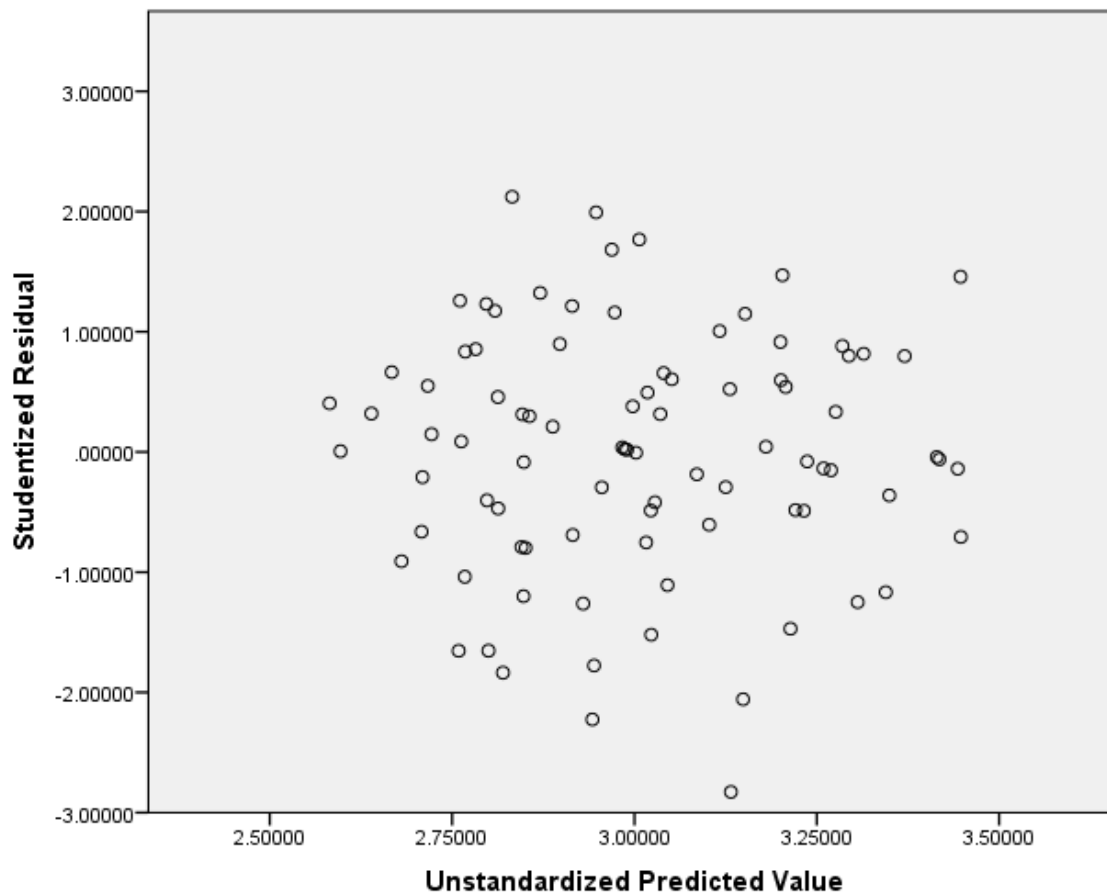


Figure 16. Relationship Between Studentized Residual and Unstandardized Predicted Values

No multicollinearity (RQ4 only)

Table I1

Correlations

		Turnover Intention	Perceived Organizational Support	Organizational Commitment	Employee Engagement
Pearson Correlation	Turnover Intention	1.000	-.412	-.313	.244
	Perceived Organizational Support	-.412	1.000	.705	-.461
	Organizational Commitment	-.313	.705	1.000	-.258
	Employee Engagement	.244	-.461	-.258	1.000
Sig. (1-tailed)	Turnover Intention	.	.000	.001	.011
	Perceived Organizational Support	.000	.	.000	.000
	Organizational Commitment	.001	.000	.	.008
	Employee Engagement				

N	Employee Engagement	.011	.000	.008	.
	Turnover Intention	88	88	88	88
	Perceived Organizational Support	88	88	88	88
	Organizational Commitment	88	88	88	88
	Employee Engagement	88	88	88	88

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	ce	VIF
1	(Constant)	3.443	.386		8.924	.000	2.676	4.210					
	Perceived Organizational Support	-.137	.062	-.340	-2.221	.029	-.260	-.014	-.412	-.235	-.220	.420	2.382
	Organizational Commitment	-.031	.078	-.055	-.391	.697	-.186	.125	-.313	-.043	-.039	.498	2.009
	Employee Engagement	.039	.060	.073	.653	.515	-.081	.159	.244	.071	.065	.778	1.285

a. Dependent Variable: Turnover Intention