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I am submitting herewith a dissertation written by Cynthia Ward Hackney entitled "PERSONALITY, ORGANIZATIONAL COMMITMENT, AND JOB SEARCH BEHAVIOR: A FIELD STUDY." I have examined the final electronic copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Psychology.

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(Original signatures are on file with official student records.)

PERSONALITY, ORGANIZATIONAL COMMITMENT, AND JOB SEARCH BEHAVIOR: A FIELD STUDY

A Dissertation Presented for the
Doctor of Philosophy
The University of Tennessee, Knoxville

Cynthia Ward Hackney
May 2012

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DEDICATION

To Christopher A. Gray

Your constant support made this possible

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ABSTRACT

This field study examined the relationships among the personality traits conscientiousness and openness to experience; organizational commitment; and job search behaviors in a work environment, to test hypotheses about the relationships of three types of commitment – affective, normative and continuance – with the personality traits and search behaviors, using established measures. Participants were 282 employees of cell phone sales organization located in the Southeastern United States, who completed on-line surveys. As hypothesized, individual conscientiousness showed a strong positive relationship with affective, normative and continuance commitment and a strong negative relationship with job search behaviors. Openness to experience showed the expected, positive association with job search behaviors. Affective, normative and continuance commitment all showed negative relationships with job search behaviors. Consistent with predictions, statistical modeling showed that affective and continuance (but not normative) commitment mediated the relationships of conscientiousness (but not openness) with job search behaviors. These findings carry implications for theory, research, and practical application.

TABLE OF CONTENTS

CHAPTER I Introduction 1

Organizational Commitment 2

Meyer and Allen 3 Component Model of Commitment 4

Affective Commitment 4

Continuance Commitment 5

Normative Commitment 7

Antecedents, Correlates, and Outcomes of Commitment 7

Personality and Organizational Commitment 9

Conscientiousness and Commitment 10

Openness to Experience and Commitment 11

Job Search Behaviors 12

Personality and Job Search Behaviors 14

Organizational Commitment and Job Search Behaviors 15

Linking Personality, Organizational Commitment and Job Search Behaviors 17

Summary of Hypotheses 19

CHAPTER II Method 21

Research Design 21

Participants 21

Procedures 21

Measures & Variables 22

Organizational Commitment 22
Personality Measures 23
Job Search Behaviors 23
Variables 23
Chapter III RESULTS 26
Data Analysis 26
Descriptive Statistics 26
Confirmatory Factor Analysis (CFA) 28
Model Improvement 28
Conscientiousness 29
Openness to Experience 29
Affective Commitment 29
Continuance Commitment 30
Normative Commitment 31
Job Search Behaviors 31
CFA for Measurement Model 31
Reliability 34
Validity 34
Structural Model Evaluation 35
Hypothesis Testing 35
Chapter IV Discussion 39
Summary of Results 39
Personality and Commitment 39

Personality and Job Search Behaviors 40
Commitment and Job Search Behaviors 40
Personality, Organizational Commitment and Job Search Behaviors 41
Contribution to Current Knowledge 42
Implications for Future Research & Practice 44
Limitations 46
Design 46
Measures 47
Participants 49
External Conditions 49
Conclusions 51
REFERENCES 52
APPENDIX A – Survey Instrument 62
APPENDIX B – Tables 67
Vita 78

LIST OF TABLES

Table Page

Table 1: Zero Order Correlation Matrix 28

Table 2: Refined Model Fit Statistics 33

Table 3: Construct Validity of Final Measurement Model 35

Table 4: Summary of Hypothesis Tests 37

Table 5: Descriptive Statistics 67

Table 6: Individual Construct Fit Statistics for Initial Model 71

Table 7: Individual Construct Fit Statistics for Revised Model 72

Table 8: JSB Correlated Error Terms 73

Table 9 Final Measurement Model: Factor Loadings, Coefficient Alpha and 74

Table 10: Post Hoc Analysis of Combined Commitment 77

LIST OF FIGURES

Figure Page

Figure 1: Proposed Model 20

Figure 2: Model of Hypothesis Tests 38

CHAPTER I
INTRODUCTION

Organizational commitment is one of the most investigated constructs in organizational research. Organizational commitment has become a highly researched job attitude in recent years including several meta-analyses (Cooper-Hakim & Viswesvaran, 2005; Mathieu & Zajac, 1990; Meyer, Stanley, Herscovich, & Topolnytsky, 2002) of commitment constructs. In part this is because people who are not committed to their jobs are likely to leave them. One reason that commitment is so well studied is that the impact of commitment is associated with work outcomes such as turnover, absenteeism, performance, motivation, and job withdrawal behaviors (Klein, Becker, & Meyer, 2009). However, despite being so well studied, several aspects of this construct are underrepresented in the body of research. One deficiency in the research is the potential role of personality characteristics as antecedents of commitment. Studies of personality as it relates to commitment are few, and the results are mixed (Klein, et al., 2009).

Another area missing is a comprehensive model that explains the relationship between organizational commitment, personality and job search behaviors. Several meta-analyses have investigated the relationship between personality and job search behaviors with conflicting results (Barrick & Mount, 1991; Salgado, 2002; Zimmerman, 2008). Zimmerman states that these conflicting results suggest that there are possible mediators to the relationship between personality, work-related attitudes and turnover that have yet to be investigated. Organizational commitment is known to predict turnover, better even than job satisfaction (Griffeth, Hom, & Gaertner, 2000), which suggests that further

research on organizational commitment is needed. To date, these three bodies of research have not to date been integrated into a framework to explain a potential relationship (Klein, et al., 2009). The current study seeks to integrate the streams of research regarding organizational commitment, conscientiousness, openness to experience and job search behaviors and propose a relationship between these constructs.

The primary purpose of this study is to ascertain the influence of affective, continuance and normative commitment as mediators of the antecedents conscientiousness and openness to experience on the outcome variable job search behaviors. This study seeks to close the gap in knowledge about this relationship. To date, no line of research has addressed the relationship between these constructs.

The following six sections include: 1) a review of organizational commitment, 2) a review of personality and organizational commitment, 3) a review of personality and job search behaviors, 4) a proposed theoretical link between organizational commitment and job search behaviors, and 5) a proposed model of the relationship between personality, organizational commitment and job search behaviors.

Organizational Commitment

References to organizational commitment were first found in workplace literature starting in the 1960s. During this time commitment was studied primarily as behavior (Klein, et al., 2009) and operationalized as loyalty, reaction to rewards, commitment to future actions. The decade of the 1970s saw more attention being paid to commitment and refinement of the construct. The perspective of commitment as an attitude, that is,

how an individual identifies and related to the target of the commitment, first appeared during this time (Klein, et al., 2009).

Moving into the 1980s saw commitment research expanding to include proposed relationships with other constructs important to organizational research such as job satisfaction and turnover. The construct was also expanded to include areas such as commitment to multiple targets, cognitive aspects of commitment, and multiple bases of commitment (Klein, et al., 2009). It was during this time that a typology of commitment was introduced by Meyer and Allen (1991) to explain commitment in terms of three mindsets resulting from multiple bases of commitment (Meyer & Allen, 1991). While not the only view of commitment, this typology and associated measures of each mindset are now used more than any other in the study of organizational commitment (Klein, et al., 2009).

Recent research on organizational commitment is concerned primarily with the areas of construct refinement and integration of the various frameworks of commitment. Several meta-analyses have highlighted the convergences as well as distinctions between the multiple bases and targets of commitment as identified by various research studies (Cooper-Hakim & Viswesvaran, 2005; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). The understanding that there are multiple types of commitment, not just those to an organization, and the identification of the most relevant targets for workers in today's organizations are also current trends in organizational commitment research.

While multiple definitions of organizational commitment have been proposed, they all consider commitment as a psychological state that describes an employee's relationship with their organization and a propensity to continue the relationship with the

organization (Meyer et al., 1997). The differences between the constructs are primarily concerned with the psychological base being described. Meyer and Allen (1991) proposed a three-component model of organizational commitment to address these differences.

Meyer and Allen 3 Component Model of Commitment

The Meyer and Allen model of commitment consists of three components that are not considered mutually exclusive despite their differences in psychological base. The first component of the Meyer and Allen model is affective commitment which refers to an employee's "emotional attachment to, identification with, and involvement in an organization (Meyer et al., 1991). The second component in the model is continuance commitment which refers to an employee's perceived costs of leaving an organization. The third component is normative commitment which refers to an employee's feelings of obligation to remain in their organization (Meyer et al, 1991). A person could feel any combination of these three commitment components in various degrees.

Affective Commitment

As previously stated, affective commitment refers to an employee's emotional attachment to an organization. Employees who possess a strong level of affective commitment continue to stay at an organization because they want to. The concept of affective commitment has its roots in several earlier conceptualizations of commitment. Kanter (1968) described commitment as "the attachment of an individual's fund of affectivity and emotion to the group," while Buchanan (1974) referred to "a partisan affective attachment to the goals and values of the organization…" Finally, an affective

attachment was defined by Mowday and peers (1979) as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday, Steers & Porter, 1979).

There are a vast range of variables that are thought to be antecedents of affective commitment. These are typically organized into the three broad categories of organizational characteristics, individual characteristics, and work experiences. Organizational characteristics such as decentralization (Batemen & Strasser, 1984) have been shown to be associates with the development of affective commitment. In addition, consideration of justice in developing policies to address drug testing (Konovsky & Cropanzano, 1991), pay (Schaubroeck, May, & Brown, 1994) and strategic decision making (Kim & Mauborgne, 1993) all found significant association between perceptions of fairness and affective commitment.

Research on individual characteristics as antecedents of affective commitment are primarily divided into two categories, demographic differences and dispositional differences (Meyer et. al., 1997). Demographic differences such as age, gender, marital status, education level, and organization tenure have all been investigated with no definitive result (Meyer et. al., 1997) as have certain dispositional differences such as perception of competence. Again, the studies are few and the results mixed.

Continuance Commitment

The concept of continuance commitment also has roots conceptually in previously defined explanations of commitment. Becker (1960) proposed a definition of commitment that was rooted in a type of cost analysis between investments in and cost of

leaving work. Kanter (1968) also proposed a similar construct which included the "profit associated with continued participation and cost of leaving." Continuance Commitment in the Meyer and Allen model posits that individuals are aware of the costs of leaving an organization and they then stay at the organization because they are not able to leave (Meyer et al., 1991).

Development of Continuance Commitment involves the evaluation of two types of information, investments and alternatives (Meyer et al., 1997). Investments are those actions that an individual takes that link them to the organization because of what might be forfeited if they are not committed. Examples of investments include time, money, effort, and even organizational citizenship behaviors. The perception that there is an investment that would be lost if an individual left the organization leads to the development of Continuance Commitment.

The second type of information that is evaluated that leads to the development of Continuance Commitment is that of alternatives, specifically in terms of alternate work opportunities. Perceptions of alternatives can be based on external factors such as job market conditions or the economy. They can also be based on internal factors such as perceived ability to get another job and perceived competence in the field (Meyer et al.,1997).

The important link to the development of Continuance Commitment is that an individual has to recognize both investments and alternatives. This suggests that different individuals could evaluate the same information and come to conflicting conclusions about the perceived cost of leaving an organization.

Normative Commitment

Normative Commitment is also based in part on previous explanations of commitment that described the concept as an obligation or "moral responsibility" (Marsh & Mannari, 1977). These earlier definitions described this type of commitment as "behaviors that are socially acceptable that exceed formal authority" (Wiener & Gechman, 1977) or "the moral obligation to stay with the company (Marsh et al., 1977). The current evolution of Normative Commitment describes individuals who stay in an organization because it is "the right and moral thing to do" (Meyer et al., 1991).

The development of Normative Commitment is thought to evolve from pressure that individuals feel from their interactions within an organization and their internalization of those feelings. The internalization can be based on a belief about the appropriate level of loyalty that is supported by the organizational culture (Meyer et al., 1997). It can also be based on perceived psychological contract. Psychological contracts are those subjective beliefs about the obligations between the individual and the organization (Meyer et al., 1991). Because they are subjective, they are influenced by individual differences and vary by person.

Antecedents, Correlates, and Outcomes of Commitment

While not studied as extensively as job satisfaction, another work attitude, there are numerous studies of organizational commitment and its relationship to other phenomena. In terms of antecedents, relationships have been studied between commitment and aspects of work environments and individual attributes. For example, in terms of personal attributes, a meta-analysis showed support for significant relationships

between commitment and age (positive), gender (women tend to be slightly more committed), education (slightly negative), and organizational tenure (slightly positive) (Mathieu & Zajac, 1990). Perceived competence was found to have the largest significant association with commitment, r_t = .630, as an antecedent. The suggestion was that commitment developed in those individuals who had high competence in situations where they were allow growth and achievement opportunities (Mathieu et al., 1990).

Some job characteristics studied as antecedents of the development of commitment have also shown significant relationships. Skill variety (positive), autonomy (positive), and job complexity (strongly positive) all showed significant relationships with commitment (Mathieu et al., 1990,).

Correlates of commitment include other job attitudes including overall job satisfaction, supervisor satisfaction, and job involvement (Schleicher, Hansen and Fox, 2011). Commitment is also shown correlations with sub-facets of overall job satisfaction including intrinsic and extrinsic job satisfaction, pay satisfaction, promotion satisfaction as well as general satisfaction.

Outcomes of organizational commitment represented in the research literature include job performance, compliance, absenteeism, intention to leave, turnover, stress, organizational citizenship behaviors, motivation and withdrawal (Schleicher, et al., 2011). The strongest outcome relationships have been found between commitment and turnover, turnover intentions, absenteeism and motivation (Schleicher, et al., 2011).

Personality and Organizational Commitment

Surprisingly few studies have examined dispositional correlates of organizational commitment given that job satisfaction, another job attitude, has been the subject of a multitude of studies (Judge, Heller, & Mount, 2002). Studies of the antecedents of organizational commitment have concentrated on environmental sources and have paid little attention to dispositional sources like personality traits (Judge, et al., 2002; Klein, et al., 2009). Those studies that do examine dispositional sources of organizational commitment have looked at the positive affectivity-negative affectivity typology (Thorensen, Kaplan, Barsky, Warren, & de Chermont, 2003) which does not include all traits in the Big Five (Watson, Clark, & Tellegen, 1988).

In the only study thus far that included all of the FFM traits as well as all three of the Meyer commitment mindsets, Erdhiem et al. (2006) found that conscientiousness correlated positively with affective and continuance commitment, extraversion correlated with all three mindsets, emotional stability correlated negatively with continuance commitment, agreeableness correlated positively with normative commitment, and openness correlated negatively with continuance commitment. All of these relationships remained significant after controlling for age, sex, job and organizational tenure, and the remaining personality dimensions.

Several studies examine parts of the FFM model and one or two of the commitment mindsets with differing results. Naquin and Holton (2002) found positive correlations between all of the FFM traits and affective commitment, and negative correlations between each of extraversion, openness, and emotional stability and continuance commitment. In addition, several unpublished studies have found relationships between

the FFM and commitment mindsets. The results of these studies provide more conflicting results.

Conscientiousness has been found to be a predictor of affective and normative commitments (Watrous & Bergman, 2004); agreeableness found to be related to affective commitment (Watrous at al., 2004); all FFM traits found to be negatively related to normative commitment (Finkelstein, Protolipac, and Stiles, 2006); extraversion, agreeableness, and emotional stability related positively with affective commitment while agreeableness was positively and emotional stability negatively related to continuance commitment. This conflicting evidence suggests that the relationship between the FFM and commitment mindsets is not fully understood.

Conscientiousness and Commitment

Conscientiousness refers to a tendency to be dependable, careful, thorough, responsible, organized, planful, hardworking, achievement oriented, and preserving (Barrick & Mount, 1991). Individuals high in conscientiousness are generally committed to organizations given that conscientiousness is "a generalized work involvement tendency (Organ & Lingl, 1995). Commitment has been thought to have a dispositional base and there is support for Conscientiousness being that base (Hochwarter et al., 1999).

Conscientiousness could be related to the development of Affective Commitment through achievement orientation. Conscientious people tend to be achievement oriented which is consistently rewarded in the workplace. Completing work typically results in satisfaction and the fulfillment of psychological needs (Deci & Ryan, 2000) which directly relate to Affective Commitment. Conscientious individuals are good performers

and in turn receive more rewards from their organizations, which in turn could increase affective commitment and job satisfaction (Barrick & Mount, 1993), in part because receipt of rewards for good performance is such a pleasant experience that satisfies their fundamental needs for achievement.

Conscientiousness could also be instrumental in the development of Continuance Commitment. Conscientious individuals are careful, thorough and responsible. It is reasonable to conclude that people who are more conscientious would be more likely to evaluate the investments as well as the alternatives when deciding on the cost of leaving an organization. Conscientiousness is associated with carefulness as well as a propensity to be thorough. Highly conscientious people would be more hesitant to leave a job because of perceived costs and thus more likely to develop Continuance Commitment.

Bergman et al. (2006) reasoned that conscientious people develop normative commitment because they feel moral imperatives to act dutifully for their employer; the conceptual overlap between conscientiousness and normative commitment is the value of loyalty and duty. For conscientious people, normative commitment is a natural tendency (Wiener, 1982).

Openness to Experience and Commitment

Openness to experience may also relate to the development of organizational commitment. Individuals who are high openness to experience are typically being imaginative, cultured, curious, original, broad-minded, intelligent (Digman, 1990), and having a need for variety, aesthetic sensitivity, and unconventional values (McCrae & John, 1992). High openness to experience individuals could be disposed to seek out work

experiences that foster creativity and imagination. When a workplace allows for this opportunity, these individuals could develop both affective and normative commitment because of these conditions. Individuals who are high in openness to experience would not theoretically be likely to develop continuance commitment because of the conformist nature of this construct (McCrae & John, 1992).

Job Search Behaviors

Employees voluntarily leaving an organization for another job cost companies millions of dollars every year. So for good reason there is an abundance of research on employee turnover employing many models to explain this behavior. One reason for this large quantity of research is that organizations seek to decrease costs associated with turnover through an understanding of the underlying mechanisms involved in the process (Swider, Boswell, & Zimmermen, 2011). While several models of turnover exist in the literature including those proposed by Hom & Griffith (1995), Lee & Mitchell (1994), Mobley (1977), and Steel (2002) to name a few, there are several mechanisms that are typically included in most turnover models.

Several models originally proposed in the turnover literature were originally thought to be distinct from one another. Models proposed by Mobley (1977), Mobley, Griffeth, Hand, & Meglino (1979), Mobley, Horner, & Hollingsworth (1978), Muchinsky & Morrow (1980) Price (1977), Price & Mueller (1981), and Steers & Mowday (1981) are considered to be the foundation upon which turnover is currently conceptualized and the models are built around similar mechanisms (Steel, 2002).

For example, all of the initial models of turnover include a conceptualization of affect as a component of their model. Affect is represented as a form of job satisfaction, organizational commitment, or any of a number of related job attitudes (Steel, 2002). Behavioral intentions are also included in turnover models. Operationalized as the intention to quit or stay in a job, behavioral intentions have shown to be one of the best predictor of actual turnover (Hom et al., 1992). Finally, job search behaviors have been represented in most if not all models of turnover since their inception.

Job search behaviors can be defined as "the actions of an individual to generate job opportunities in other organizations (Swider et al., 2011). These behaviors range from passive search activities such as updating a resume to active search behaviors including going to job interviews (Blau, 1994). The theoretical underpinning for the job search behavior – turnover model is that job search behaviors discover alternative employment opportunities that an employee then compares to their current job situation to assess the favorability of the alternative (Blau, 1994).

In turnover research job search behavior indices are often used as a proxy for actual job turnover (Hom & Griffeth, 1991). They have been shown to be a more immediate antecedent for actual turnover than attitudes such organizational commitment and intention to quit (Kopelman, Rovenpor, & Millsap, 1992). In a study testing a model of job search behaviors, Kopelman et. al. (1992) found that a measure of job search behavior (JSBI) was more strongly correlated with actual turnover than variables more frequently used to predict turnover including intention to stay, job satisfaction and organizational commitment. While the findings that link job search behaviors to actual

turnover are mixed, a meta-analysis by Griffeth, Hom, and Gaertner (2000) gave support for a positive relationship between these two constructs.

Personality and Job Search Behaviors

Job search has been defined as a self-regulation process involving a "purposive volitional pattern of action that begins with the identification and commitment to pursuing an employment goal" (Kanfer et al., 2001, p. 838). According to this perspective, when people perceive a discrepancy between their current job and their employment goal, job search behavior is activated (Kanfer et al., 2001). This model suggests that job search behaviors are based in part on goal setting and follow the basic tenets of goal setting theory.

Studies of dispositional roots of employee turnover produce conflicting results. Several meta-analyses have produced different conclusions. Barrick and Mount (1991) found weak significant relationships between emotional stability and conscientiousness and turnover; however, they combined turnover with job tenure which could be argued attenuated the relationship. There were no significant relationships found between turnover and openness to experience, extraversion or agreeableness. Salgado (2002) found evidence for a negative relationship between turnover and the personality constructs of openness to experience and emotional stability, but the analysis included a low number of studies resulting in a small effect size.

Zimmerman (2008) suggested a model of turnover that includes the big 5 facets of personality as well as job satisfaction, job complexity and performance. He found the traits of emotional stability and conscientiousness predict intentions to quit while

agreeableness, conscientiousness and emotional stability best predict actual turnover. In addition, path analysis found that these conscientiousness, agreeableness and openness to experience had unique direct effects on turnover even when controlling for job satisfaction and intention to quit.

In discussing the moral/ethical motivational forces influencing voluntary turnover decisions, Maertz and Griffeth (2004) suggest that those high in Openness to Experience would value changing jobs and would therefore be more apt to leave an organization. As with Conscientiousness and its hypothesized relationship with unplanned quitting, Openness also has links to turnover, including wanderlust, and the Hobo Syndrome (Ghiselli, 1974). However, unlike those low in Conscientiousness who may be engaging in these behaviors from a negative perspective (i.e., due to low dependability or not feeling a sense of obligation), those high in Openness may approach it from a positive perspective (i.e., personal growth, becoming more experienced, etc.). Therefore, individuals higher in Openness are more likely to leave the organization to explore other opportunities, regardless of how they feel about their job

Organizational Commitment and Job Search Behaviors

Work attitudes are collections of feelings, beliefs, and thoughts about how to behave that people hold about their job and organization (George & Jones, 1999). Because attitudes include behavioral as well as affective and cognitive components (Fishbein & Ajzen, 1975), they are important antecedents of employee participation and role behavior in work environments. Commitment scholars also contend that commitment should predict turnover more accurately than job satisfaction because

resignation implies rejection of the company, rather than the job (Hom & Hulin, 1981). A number of reviews find consistent negative relationships between organizational commitment and both intention to leave and actual turnover (Allen & Meyer, 1996; Mathieu & Zajac, 1990; Tett & Meyer, 1993).

A recent meta-analysis (Meyer et al., 2002) found that all three commitment components were negatively associated with several negative organizational consequences. Affective, continuance and normative commitment were all found to be negatively associated with turnover and withdrawal, with affective commitment showing the strongest effect.

Conceptually, the underlying reasons for an individual to stay in a job are different for each of the commitment components. Individuals who have high levels of affective commitment are more likely to stay in their jobs because of a desire to contribute and make a difference, primarily based on their positive feelings about the organization (Meyer et al., 1997). Strong continuance commitment will influence people to stay in jobs because they perceive that the costs of leaving are too great. Developed through an analysis of investments and alternatives, these individuals stay because they are not willing to make the sacrifice to leave.

Those individuals who have high levels of normative commitment will stay in a job because they perceive an obligation to stay. Strong normative commitment is associated with individuals staying with an organization because they think that it is the right thing to do, and that they have a duty to stay (Meyer et al., 1997). The three components of commitment all have negative associations with quitting an organization; however the rationale for each relationship is quite different.

Linking Personality, Organizational Commitment and Job Search Behaviors

Current turnover research has been dominated by the withdrawal model that emphasizes attitudinal causes for employee turnover (Johns, 2002). Johns reviewed the literature and summarized that the main problem with the withdrawal model is that "it connotes a single cause or motive to behaviors that are surely complexly determined" (Johns, 2002). In fact, Johns believes that not only is the "usefulness of the withdrawal model exaggerated at the expense of other models," but also "turnover research particularly suffered from the hegemony of it." Despite the obvious importance in retaining high-performing employees after they are hired, researchers need to consider whether some individuals have a propensity to quit regardless of having a work environment designed to increase their job satisfaction, whereas other employees may be more likely to stay even under less-than-ideal circumstances.

The theoretical argument for linking personality, commitment and job search behaviors comes from the motivation literature. Personality traits have been shown to be distal variables that influence behaviors through the mediating effects of proximal motivational processes (Barrick, Mount, & Strauss, 1993). In this study, sales representatives high in conscientiousness were found to be more likely to set goals as well as more likely to be committed to those goals, which was associated with higher sales volume as well as higher ratings of job performance by their supervisor. These findings are particularly relevant in light of observations by Kanfer (1991) in which she posits that distal theories of motivation, including those involving the big 5, mediate effects on action through proximal motivational states, such as goal choice and intended effort. Kanfer (1991) also

stated that a "fundamental problem in the investigation of dispositional influences on work behavior stems from the current lack of a unified theoretical perspective for understanding how and which personality constructs influence the motivational system." This same framework could be extended to the posed relationship.

Summary of Hypotheses

H1a, b, &c: *Conscientiousness is positively related to organizational commitment of all 3 kinds: a) affective; b) normative; and c) continuance*

H2a & b: *Openness to Experience is positively related to affective and normative commitment.*

H3: *Conscientiousness is negatively associated with job search behaviors.*

H4: *Openness to experience is positively associated with job search behaviors.*

H5a, b & c: *Affective, normative and continuance commitment are negatively associated with job search behaviors.*

H6a, b, & c: *Affective, normative and continuance commitment will mediate the relationship between conscientiousness and job search behaviors.*

H7a & b: *Affective and normative commitment will mediate the relationship between openness to experience and job search behaviors.*

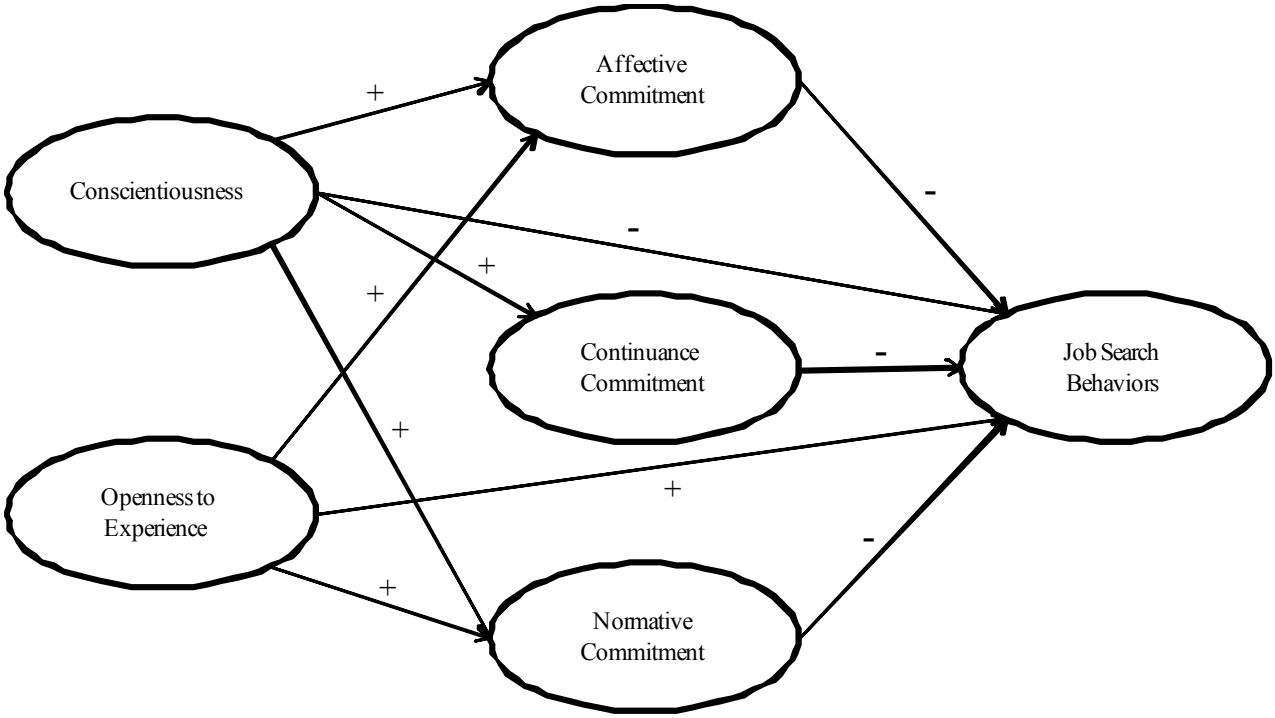

Figure 1: Proposed Model

CHAPTER II
METHOD

Research Design

This field study addressed the relationships among two personality traits, organizational commitment and job search behaviors in a work environment. Variables measured included conscientiousness, openness to experience, affective commitment, continuance commitment, normative commitment, and job search behaviors. Data came from an on-line survey distributed via a link in an email.

Participants

Survey respondents for this study totaled 282. These consisted of team members of a national cellular telephone company. Participants from 4 markets of the organization completed surveys. The respondent sample was 59% male and 41% female, with an average of 32 years of age (range 18 to 62), with an organizational tenure of 3 years and profession tenure of 4 ½ years. The number of employees invited to participate in the study totaled 449. The resulting response rate was 55%.

Procedures

After obtaining approval from The University of Tennessee Institutional Review Board and the cellular telephone company, participants in the sales associate division were notified of the data collection via two emails. The first email came from the Dealer Services Manager of the company outlining the details of the data collection process including the purpose, anonymity of results and the fact that participation was totally voluntary. All participants were then sent a second email from the researcher inviting

them to participate which included a link to the secure online survey. Participants were given the choice of filling out the survey during normal work hours or on their own time. Participants were sent a reminder email after one week.

Measures & Variables

Organizational Commitment

Affective commitment was measured by the revised Affective Commitment Scale (Meyer & Allen, 1997). This measure used a 7 point response scale ranging from 1 (strongly disagree) to 7 (strongly agree). The reliability of this 6-item scale for this sample was $\alpha = .88$. A Sample item from the scale is: "I would be very happy to spend the rest of my career with this organization."

Continuance commitment was measured by the revised Continuance Commitment Scale (Meyer & Allen, 1997). This measure used a 7 point response scale ranging from 1 (strongly disagree) to 7 (strongly agree). The reliability of this 6-item scale for this sample was $\alpha = .62$. A Sample item from the scale is: "I am not afraid of what might happen if I quit my job without having another one lined up."

Normative commitment was measured by the revised Normative Commitment Scale (Meyer & Allen, 1997). This measure used a 7 point response scale ranging from 1 (strongly disagree) to 7 (strongly agree). The reliability of this 6-item scale for this sample was $\alpha = .89$. A Sample item from the scale is: "I do not feel any obligation to remain with my current employer.

Personality Measures

To measure conscientiousness, an 8-item scale (Saucier, 1994) containing Big-Five personality markers was used. Research has shown that small sets of variables can represent the Big-Five structure (Goldberg, 1992). The reliability of this 8-item scale for this sample was α = .81. This Likert-type scale included responses that ranged from extremely inaccurate (1) to extremely accurate (9). A sample item is "Organized."

To measure openness to experience an8-item scale also from Saucier's (1994) Big-Five personality markers instrument was used. The reliability of this 8-item scale for this sample was α = .82. This Likert-type scale included responses that ranged from extremely inaccurate (1) to extremely accurate (9). A sample item is ''Creative''

Job Search Behaviors

To measure job search behaviors a 12 item developed by Blau (1994) was used. This two-part scale contained 6 items for predatory job search behaviors and 6 items for active job search behaviors. The scale asks frequency of each behavioral item within the last 6 months on a 5-pt scale where 1 = never; 2 = rarely (1 to 2 times); 3 = occasionally (3 – 5 times); 4 = Frequently (6 – 9 times); and 5 = Very Frequently (at least 10 times). The reliability of this 12-item scale for this sample was α = .95. Sample items are "Prepared/revised your resume" for preparatory job search behaviors and "Had a job interview with a prospective employer" for active job search behaviors.

Variables

Affective commitment was measured with the six-item revised Affective Commitment scale (Meyer & Allen, 1997). All responses were scored from 1 to 7 with a

maximum aggregated average score of 5.0 representing the highest level of affective commitment and a minimum aggregated average score of 1.17 representing the lowest level of affective commitment.

Continuance commitment was measures with the six-item revised Continuance Commitment scale (Meyer & Allen, 1997). All responses were scored from 1 to 7 with a maximum aggregated average score of 5.0 representing the highest level of continuance commitment and a minimum aggregated average score of 1.0 representing the lowest level of continuance commitment.

Normative commitment was measured with the six-item revised Affective Commitment scale (Meyer & Allen, 1997). All responses were scored from 1 to 7 with a maximum aggregated average score of 5.0 representing the highest level of normative commitment and a minimum aggregated average score of 1.0 representing the lowest level of normative commitment.

Conscientiousness was measured using the eight-item conscientiousness scale developed by Saucier (1994). Responses were scored from 1 to 9 with a maximum aggregated average score of 9 representing the highest level of conscientiousness and the minimum aggregated average score of 3.88 representing the lowest level of conscientiousness.

Openness to experience was measured using the eight-item openness to experience scale developed by Saucier (1994). Responses were scored from 1 to 9 with a maximum aggregated average score of 9.0 representing the highest level of openness to experience and the minimum aggregated average score of 2.88 representing the lowest level of openness to experience.

Job search behaviors were measured using the twelve-item scale developed by Blau (1994). Responses were scored from 1 to 5 with a maximum aggregated average score of 5 representing the most job search behaviors and a minimum of 1 representing the minimum aggregated average of job search behaviors

CHAPTER III
RESULTS

Data Analysis

The data were analyzed following the two-step technique outlined by Anderson and Gerbing (1988). They suggest that the task of model-building should be conducted as analysis of two distinct models. The first step is a confirmatory factor analysis (CFA) which tests whether the measured variables reliably reflect their posited underlying constructs with the constructs allowed to intercorrelate freely. The second step is a confirmatory structural model that specifies the causal relationships among the constructs.

Measurement Model

The measurement model was evaluated in two steps. First, confirmatory factor analysis (CFA) was performed on each individual construct. Second, CFA was performed for the measurement model where individual indicator variables were loaded on to their proposed latent variable and all latent variables were correlated together.

Descriptive Statistics

The first step in the data analysis was the calculation of descriptive characteristics of the sample. In addition, tests for normality were also conducted. The mean, standard deviation, minimum and maximum values, skewness and kurtosis for all study variables are reported in Table 5.

As seen in table 4, the mean, standard deviation, and correlations for all final constructs were calculated. The mean for Conscientiousness was 7.40 with a standard

deviation of 1.02 while the mean for Openness to Experience was 7.02 with a standard deviation of 1.14. These are consistent with previous analysis of these scales (Saucier, 1994). The mean of Affective Commitment was 3.59 with a standard deviation of 0.99; Continuance Commitment had a mean of 2.89 and a standard deviation of 0.73; while Normative Commitment had a mean of 3.31 and a standard deviation of 1.04. These are also consistent with previous studies of these scales with the exception of Continuance Commitment whose mean is somewhat lower than previous findings. Finally, the mean of Job Search Behaviors was 1.71 with a standard deviation of 0.89. These are consistent scores with previous use of this scale (Blau, 1994).

The correlation matrix shows the patterns of zero-order correlations between the original six constructs. As expected, all three commitment constructs are significantly highly correlated with each other. This is consistent with most previous research findings on these constructs. Also expected was the finding that all three commitment constructs were significantly negatively correlated with job search behaviors. Conscientious showed a significant positive association with all constructs except Continuance Commitment while Openness to Experience showed an association only with Conscientiousness.

Table 1: Zero Order Correlation Matrix

Construct	Mean	SD	1	2	3	4	5	6
1. Conscientiousness	7.40	1.02	**.83**					
2. Openness to Experience	7.02	1.14	.33***	**.87**				
3. Affective Commitment	3.59	0.99	.15***	.08	**.88**			
4. Continuance Commitment	2.89	0.73	.01	-.06	.64***	**.70**		
5. Normative Commitment	3.31	1.04	.22***	.11	.88***	.41***	**.89**	
6. Job Search Behaviors	1.71	0.89	-.16***	.10	-.45***	-.29***	-.40***	**.95**

Bold diagonal entries show scale reliabilities calculated using Cronbach's Alpha
*** = p< .001

Confirmatory Factor Analysis (CFA)

CFA was performed to determine the factor structure of the hypothesized latent constructs of affective commitment, continuance commitment, normative commitment, conscientiousness, openness to experience, and job search behaviors. The initial fit statistics for each construct are in Table 2. Not all of the criteria for a good model were met in the original CFA so further evaluation of the data were necessary to improve the model.

Model Improvement

Several steps were taken to improve the models of each construct using several statistical criteria. Standardized regression weights (Lambda weights) were evaluated to determine if any were below the accepted cutoff score of 0.40. Weights below this level indicate the presence of measurement errors (Hair et al., 1998). High standardized residual covariances were evaluated to determine if any exceeded the recommended standard of being greater than the absolute value of 2.58. Finally, modification indices with high values (greater than 10) indicate a misfit. Based on these criteria, modifications to each construct were made by eliminating measurement items that did not

meet the cutoff criteria of lambda weights, standardized residual covariances and modification indices.

Conscientiousness

One item (C3) had an insignificant path weight. The descriptor for this item on the survey was "Practical." This item was removed and the model run a second time. The results showed high modification index values between the error terms of items C1 and C7 (35.24), C2 and C5 (12.72), C2 and C7 (21.29), C4 and C7 (12.11), and C6 and C8 (12.17). Correlated errors between items can often represent item content that is perceived as redundant. These items may have been thought to be the same and so rated similarly. The model was revised again to all the above mentioned pairs of errors to correlate. The results of the improved model are shown in Table 3.

Openness to Experience

Two items, OE 1 and OE 8 had standardized loadings less than 0.40. OE 1 had a standardized loading of 0.112 while OE 8 had a standardized loading of .357 and so were both removed. Modification index values between the error terms of items OE2 and OE3 (17.11), OE3 and OE5 (12.45), OE 3 and OE6 (52.02), and OE5 and OE6 (29.27) were all higher than the cutoff and so were allowed to correlate. The results of the resulting CFA are shown in Table 3.

Affective Commitment

All items measuring affective commitment had standardized loadings higher than 0.40. Analysis of modification indices showed high scores between AC2 and AC3

(52.09), AC2 and AC5 (16.21), AC2 and AC6 (24.18), AC3 and AC5 (23.44), and AC 5 and AC6 (73.81) and so were allowed to correlate. Final CFA results are shown in Table 3.

Continuance Commitment

Three items measuring continuance commitment had standardized loadings lower than the suggested cutoff of 0.40. CON1 and a standardized loading of 0.362, CON2 was 0.041 and CON5 was 0.321. Deleting all three of these items resulted in a final measurement model that was not acceptable. Upon review of these items, two were found to be conceptually similar and warrant further review.

The failure of these items to load on this factor could be due to several reasons. They could be related to the current economic climate. CON1, "I believe that I have too few options to consider leaving this organization," and CON5, "Right now, staying with my organization is a matter of necessity as much as desire," could be linked to the economic conditions limiting options for job seekers. However, given that these items both show acceptable variances this is unlikely to be the only influence. More probable is the influence of current economic conditions on the factor structure of the scale itself. The scale for Continuance Commitment was validated during a strong economic time. It is possible that this scale contains not one but two factors that only emerge during times of economic stress. Given this potential explanation as well as standardized loadings near the cutoff, these items were retained.

CON2, however, is conceptually linked to an internal locus of control, "If I had not already put so much of myself into this organization, I might consider working

elsewhere." This is the only item in this scale reflects an internal focus. For this reason as well as a very low standardized loading, this item was removed from the model.

Normative Commitment

All items measuring normative commitment had high standardized loadings. Review of the modification indices revealed one slightly value between the error terms of NOR4 and NOR6 (9.74). These were allowed to correlate and the model was run again. Final CFA results are shown in Table 3.

Job Search Behaviors

All items measuring job search behaviors had high standardized loadings. Modification indices between 25 pairs of error terms were elevated. The error terms for items most items in this construct were allowed to correlate. A summary of those are in Table 8. These results of the refined construct are shown in Table 3.

CFA for Measurement Model

The correlation matrix of the constructs in the final model was analyzed to identify any highly correlated variables. As seem in Table 1, all three commitment scales are highly correlated with each other. Affective and normative commitment are highly correlated (r = .88), affective and continuance commitment are also highly correlated (r = .64) and continuance and normative commitment are highly correlated (r = 0.41). These constructs are not thought to be strictly orthogonal and as such it is not a surprise that they are correlated in this sample. Given the theoretical basis for the correlation no measures were taken to address this issue.

Next, CFA was conducted for the measurement model that included 6 latent constructs and 41 measured variables. The covariance matrix of the measurement model was positive indicating that multicollinearity was not an issue with this model. The initial measurement model fit statistics are shown in Table 2.

Model Improvement

To improve the measurement model fit, the lambda weights, standardized residual covariance and modification indices were evaluated for all measurement items. Five pairs of error variance exhibited high modification indices: NOR4 and NOR 5 (24.698), C1 and C6 (11.600), NOR1 and NOR4 (11.353), and AFF1 and AFF3 (10.784). As these error term pairs all correspond to items in the same scales, error covariances were added to all situations. The final measurement model after the addition of error covariance terms is shown in Table 2.

Table 2: Refined Model Fit Statistics

Model	χ^2 (df)	$\chi 2$ / (df)	CFI	GFI	RMSEA
Measurement Model	2134.159 (725)	2.944	0.84	0.754	0.083
Final Measurement Model	2055.662 (721)	2.851	0.848	0.762	0.081

$\chi 2$ / (df): < 5 = acceptable fit level, < 2 = good fit

CFI: ≥ 0.80 = acceptable fit level; ≥ 0.90 = good fit

GFI: ≥ 0.80 = acceptable fit level; ≥ 0.90 = good fit

RMSEA: < 0.05 = very good; < 0.08 = acceptable; < 0.10 = mediocre; ≥ 0.10 = poor errors of approximation (Byrne, 2001)

Reliability

The final measurement model consisted of 6 constructs that were measured by 41 observed variables. Reliability was assessed using factor loadings, Cronbach's alpha, and composite reliabilities. The factor loadings ranged from .219 to .949 with all paths being significant ($p < 0.01$). Cronbach's alpha coefficients ranged from .70 to .95 which met the minimum criteria of 0.70 (Nunnally & Bernstein, 1994). Composite reliabilities ranged from .77 to .95. All reliability estimates are shown in table 6.

Validity

Validity for this model was assessed by examining convergent and discriminant validities. Convergent validity was assessed by examining factor loadings, composite reliability and the average variance extracted (AVE) for each construct. Convergent validity exists if all factor loadings are significant, composite reliability exceeds .70 and AVE is higher than 0.50 (Nunnally et al., 1994; Hair et al., 1988; Fornell & Larcker, 1981). Discriminant validity exists if the square root of the AVE is larger than the shared variance (squared correlation coefficients) between pairs of latent variables. All construct validity results are shown in Table 3.

Table 3: Construct Validity of Final Measurement Model

Construct	AVE	1	2	3	4	5	6
1. Conscientiousness	0.42	**0.65**					
2. Openness to Experience	0.59	0.11	**0.77**				
3. Affective Commitment	0.54	0.02	0.01	**0.73**			
4. Continuance Commitment	0.40	0.00	0.00	0.42	**0.63**		
5. Normative Commitment	0.56	0.05	0.01	0.77	0.17	**0.75**	
6. Job Search Behaviors	0.54	0.03	0.01	0.21	0.08	0.16	**0.74**

AVE = Average Variance Extracted
Bold diagonal entries show the square-root of the average variance extracted, an estimate of internal consistency reliability.
Off diagonal entries show the variance shared between constructs (squared correlation)

The results of convergent validity testing show that Openness to Experience, Affective Commitment, Normative Commitment, and Job Search Behaviors all meet the minimum requirements of convergent validity. Conscientiousness and Continuance Commitment do not as they have AVE scores of .42 and .39 respectively. Criteria for discriminant validity are met for all constructs except Affective and Normative Commitment.

Structural Model Evaluation

Hypothesis Testing

The research model and the hypothesized relationships among all constructs were tested with the structural model. Standardized regression estimates of variables and their respective significant path weights were used to determine whether the hypotheses were supported or not (Table 8). The fit indexes of the structural model were: $\chi 2$ (722) = 2056.437; $\chi 2$ /df = 2.848; CFI = 0.848; GFI = 0.762; and RMSEA = 0.081. Table 8 contains a summary of the results of hypothesis tests.

In brief, three of the seven hypotheses received full support, two received partial support, and two received no support. Results fully supported the first hypothesis, which predicted a positive relationship of the trait conscientiousness with all three forms of commitment (H1a, 1b, and 1c). However, support was not found for the second hypotheses which predicted a positive relationship of the trait openness to experience with affective and normative commitment (H2a, and 2b). Results supported the third hypotheses which proposed a positive relationship between the train conscientiousness and job search behaviors (H4) as well as the proposed negative relationship between the trait openness to experience and job search behaviors (H5). Finally, the results showed mixed support for the fifth hypotheses which proposed a relationship between all three forms of commitment and job search behaviors. Support was found for the positive relationship between affective and continuance commitment and job search behaviors but not between normative commitment and job search behaviors (H5a, 5b, and 5c).

Table 4: Summary of Hypothesis Tests

Hypothesis	Predicted Structural Path	Standardized Regression Weight	Standard Error	Critical Ratio	Result
H1a	Conscientiousness → Affective Commitment	0.296	0.087	3.407***	**Significant**
H1b	Conscientiousness → Continuance Commitment	0.174	0.087	1.995*	**Significant**
H1c	Conscientiousness → Normative Commitment	0.357	0.085	4.21***	**Significant**
H2a	Openness to Experience → Affective Commitment	0.042	0.041	1.011	Not Significant
H2b	Openness to Experience → Normative Commitment	0.062	0.039	1.613	Not Significant
H3	Conscientiousness → Job Search Behaviors	-0.157	0.069	-2.272*	**Significant**
H4	Openness to Experience → Job Search Behaviors	0.115	0.031	3.688***	**Significant**
H5a	Affective commitment → Job Search Behaviors	-0.201	0.053	-3.778***	**Significant**
H5b	Continuance Commitment → Job Search Behaviors	-0.177	0.053	-3.328***	**Significant**
H5c	Normative Commitment → Job Search Behaviors	-0.105	0.055	-1.901	Not Significant

*** p-value < 0.001
** p-value between 0.001 and 0.1
* p-value between 0.1 and 0.5

Table 4: Summary of Hypothesis Tests (continued)

Hypothesis	Structural Path	Indirect Effect	CI	Sig.
H6a	Conscientiousness → Affective Commitment → Job Search Behaviors	-.126	-.339 to -.03	**p < .01**
H6b	Conscientiousness → Continuance Commitment → Job Search Behaviors	-.110	-.322 to -.024	**p < .01**
H6c	Conscientiousness → Normative Commitment → Job Search Behaviors	NS	NS	NS
H7a	Openness to Experience → Affective Commitment → Job Search Behaviors	NS	NS	NS
H2b	Openness to Experience → Normative Commitment → Job Search Behaviors	NS	NS	NS

All direct paths constrained to zero; Monte Carlo Simulation using the Bootstrap Technique to generate confidence intervals and p-values.

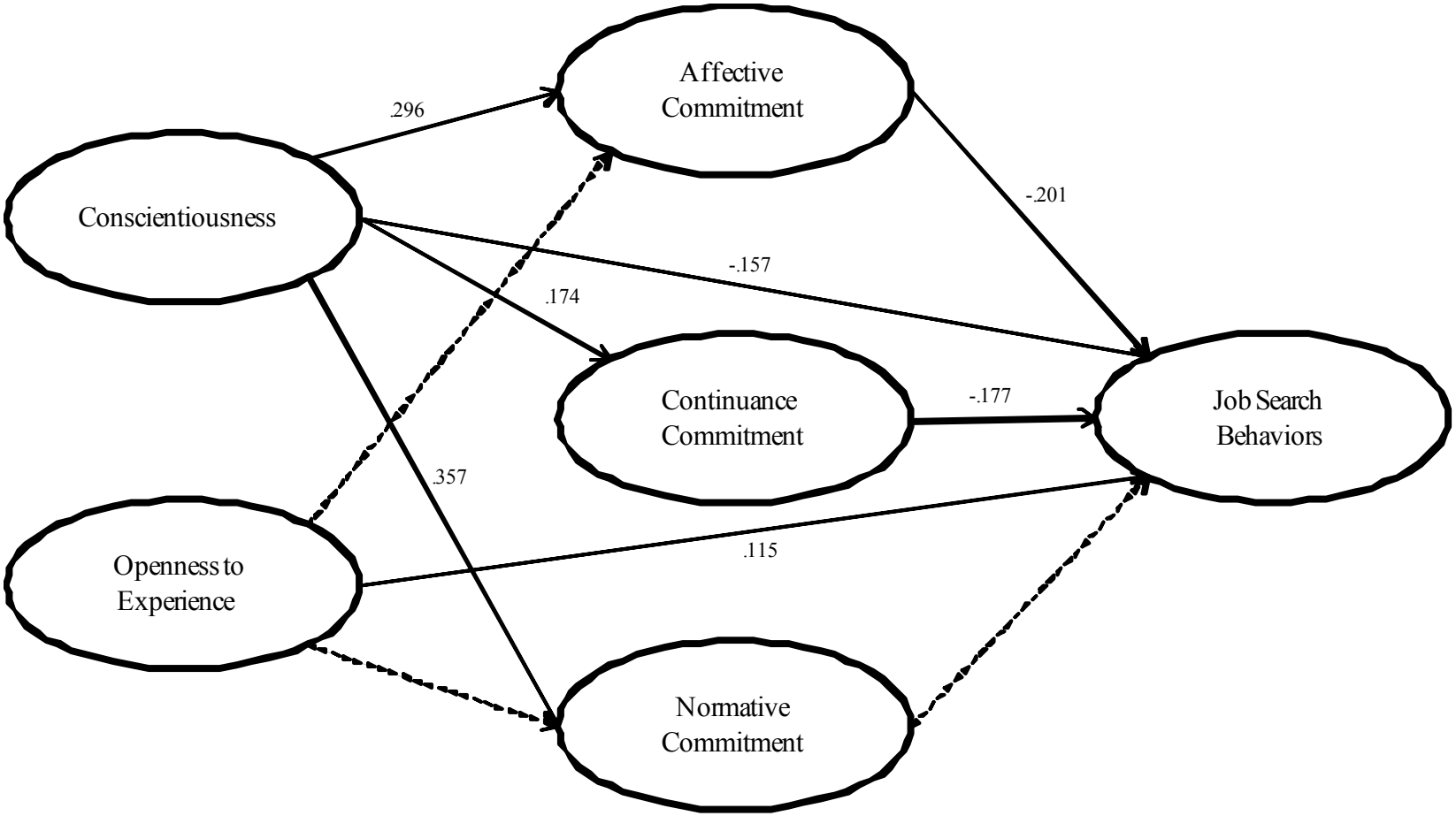

Figure 2: Model of Hypothesis Tests

CHAPTER IV
DISCUSSION

The primary purpose of this study was to integrate two lines of research that have previously been studied separately. The research model developed for this study sought to determine what, if any, influence affective, continuance and normative commitment have as mediators of the conscientiousness and openness to experience in their relationship with job search behaviors. This chapter presents a summary of the results, general discussion, implications and limitations of this field study.

Summary of Results

Personality and Commitment

This study hypothesized that Conscientiousness would be positively related to all three components of Organizational Commitment. Support was found for all three of these relationships. Significant positive paths were found between Conscientiousness and Affective, Continuance and Normative Commitment. This result adds to the body of knowledge about personality generally (Hough, 2008; Oswald, 2011) and the Big Five personality traits in particular (Erdheim, Wang, & Zickar, 2006; Judge, et al., 2002; Zimmerman, 2008) as well as the literature on organizational commitment (Cooper-Hakim & Viswesvaran, 2005; Joo, 2010; Klein, et al., 2009). As for the specific relationship between Conscientiousness and Commitment, while Conscientiousness has been suggested as a predictor of Commitment (Erdheim, et al., 2006; Finklestein, 2006; Klein, et al., 2009) results have been mixed and the studies few.

Also hypothesized in this study was that Openness to Experience would be positively related to Affective and Normative Commitment. Support was not found for these hypotheses. There is little research on the relationship between Openness to Experience and job attitudes (Klein et. al., 2009). This study adds to the body of evidence that suggests that this aspect of personality may not be important in explaining the formation of job attitudes.

Personality and Job Search Behaviors

Both Conscientiousness and Openness to Experience were hypothesized to be related to job search behaviors, but in opposite directions, based on earlier research (Finklestein, 2006; Naquin, 2002; Watson, 1988). Conscientiousness was proposed to be negatively related to Job Search Behaviors while Openness to Experience was proposed to show a positive relationship. Support was found for both of these hypotheses. The path between Conscientiousness and Job Search Behaviors was significantly negative while the path between Openness to Experience and Job Search Behaviors was significantly positive. These results add some clarity to the inconsistent results that have been found between these constructs. (Erdheim, et al., 2006; Watrous, et al., 2004). These results suggest that higher levels of Conscientiousness are associated with lower levels of Job Search Behaviors while higher levels of Openness to Experience are related to higher levels of Job Search Behaviors.

Commitment and Job Search Behaviors

Affective, Continuance and Normative Commitment were all hypothesized to be negatively related to Job Search Behaviors. Mixed support was found for these

relationships. A significant negative path was found between Affective and Continuance Commitment and Job Search Behaviors suggesting that as levels of these commitment constructs increases, Job Search Behaviors decrease. However, no support was found for the negative relationship between Normative Commitment and Job Search Behaviors. This conflicts with much of the research that suggests that higher levels of Normative Commitment are associated with a tendency to stay in a job.

Personality, Organizational Commitment and Job Search Behaviors

The relationship between all constructs in the model was tested to determine what significant paths emerged. Mixed support was found for the five proposed paths. The path from Conscientiousness to Affective Commitment to Job Search Behaviors was found to be significant, $p < .01$, indicating that in addition to a direct effect between Conscientiousness and Job Search Behaviors there is also an indirect effect through Affective Commitment.

There was also support for the indirect effect of Conscientiousness on Job Search Behaviors through Continuance Commitment in addition to the previously found direct effect. No support was found for the proposed indirect effect of Conscientiousness on Job Search Behaviors through Normative Commitment, nor was there support for an indirect effect of Openness to Experience on Job Search Behaviors through either Affective or Normative Commitment.

Contribution to Current Knowledge

The main purpose of this study was to propose and test a comprehensive model that integrates components of personality, organizational commitment, and job search behaviors. To date, a framework has not been proposed to test the patterns of relationships between these constructs. Previous studies have looked at certain parts of the model with mixed results (Hochwarter, Perrewé, Ferris, & Guercio, 1999; Joo, 2010; Naquin, 2002; Watrous, 2004; Zimmerman, 2008). Erdhiem et al. (2006) is currently the only published study that empirically tests the relationships between facets of personality and the three component model of organizational commitment. Several unpublished studies have produced mixed results regarding the same relationships (Klein et al., 2009). This study provides further support to the body of research that suggest that there are relationships between personality and affective, normative, and continuance commitment.

Conscientiousness showed significant relationships with all three components of commitment. Conscientiousness showed the strongest relationship with Normative Commitment, $b = 0.357$. This is in contrast to the findings of Erdheim et al. (2006) who found no relationship between these constructs. Conscientiousness also showed a significant relationship with Affective Commitment, $b = 0296$. This is consistent with the previous finding by Erdhiem et al. (2006). Finally, Conscientiousness was significantly related to Continuance Commitment, $b = 0.174$. This was the smallest relationship found between Conscientiousness and the three components of commitment. In sum, this study supports the literature that suggests that components of organizational commitment contain a dispositional base.

In contrast, Openness to Experience showed no significant relationships with either of two proposed components of organizational commitment. Neither Affective nor Normative Commitment was found to have significant relationships with Openness to Experience. This is consistent to previous findings by Erdheim et al. (2006) and Bergman (2004) but not with Finkelstein et al. (2006) who found Openness to Experience related to Normative Commitment. These findings suggest that there is still no conclusive evidence that points to a relationship between Openness to Experience and organizational commitment.

Personality as a component of Job Search Behaviors has been studied previously and the research consistently shows support for relationships between these constructs. This study extends that support. Conscientiousness was significantly negatively related to job search behaviors, $b = -.157$, suggesting that those individuals who have higher levels of Conscientiousness are less likely to look for another job. In contract, Openness to Experience was significantly positively related to Job Search Behaviors, $b = .115$, suggesting that individuals who have higher levels of Openness to Experience are more likely to job search.

Support was mixed for the relationship between components of organizational commitment and job search behaviors. As hypothesized, Affective Commitment was significantly negatively associated with Job Search Behaviors, $b = -.201$. This is consistent with the majority of previous findings. Continuance Commitment was also significantly negatively related to Job Search Behaviors, $b = -.177$. This is also consistent with previous research that suggests that they are negatively related. In contrast, Normative Commitment did not show a significant relationship with Job Search

Behaviors. This is not consistent with most previous findings that suggest that there is a negative relationship between these constructs.

By far the most interesting results were found in testing the structural path between personality constructs and components of organizational commitment. To date, there are no published empirical studies that test this relationship. A significant structural path was found between Conscientiousness, Affective Commitment, and Job Search Behaviors. In addition, a significant structural path was found between Conscientiousness, Continuance Commitment and Job Search Behaviors. This supports the proposition that there is a relationship between these constructs that has not been fully explained thus far.

Implications for Future Research & Practice

This study has several implications. First, organizational commitment is an important component of positive workplace outcomes. However, selection systems cannot contain a commitment component as commitment to the organization by definition does not happen until after selection. Selection systems do include measured of personality, in particular the Big Five (Barrick & Mount, 1991; Hough, 2008; Oswald, 2011). The results of this study give further support to the suggestion by Erdhiem et al. (2006) that organizational commitment should be included on the list of constructs that are thought to be related to personality.

Second, this study extends the previous knowledge about the relationship between personality and Job Search Behaviors by suggesting that organizational commitment provides an attitudinal link between these two constructs. Employees with low levels of

commitment are more likely to leave their organizations (Meyer et al., 2002). Organizational commitment is an important antecedent of Job Search Behaviors which are highly related to actual turnover. The suggested predictive effect of personality on the development of organizational commitment could have practical implications for organizations. As a practice, organizations could incorporate selection procedures based on personality measures thought to induce high levels of organizational commitment.

There are several practical implications for reducing turnover and job search behaviors. Turnover costs organizations enormous amounts of money every year in several ways. These include lost institutional knowledge, costs associated with hiring and exit, training, as well as the general disruption in an organization when someone leaves. In addition, job search behaviors are also thought to increase costs because of their association with withdrawal behaviors and actual turnover (Griffeth, Hom, & Gaertner, 2000).

Selecting those employees who are more likely to be committed to the organization could decrease those costs. In addition, commitment is not only associated with job search behaviors but with several positive organizational outcomes including organizational citizenship behaviors and productivity. Having a more committed workforce could potentially decrease many of the costs incurred by organizations by employees leaving and increase those positive behaviors thought to improve revenue.

This study provides the foundation for several directions that future research on these constructs could follow. First, while this study found significant relationships between Conscientiousness and all three components of Organizational Commitment, the size of those relationships was small. Conscientiousness is considered a 'broad' trait

because it contains more than one facet or domain (Costa & McCrae, 1995). All facets of Conscientiousness were evaluated as a scale in this study. Research suggests that evaluation of more narrow facets of broad personality constructs improves predictive validity (Ones & Viswesvaran, 1996).

There is also a growing body of research that concentrates on more narrow or specific traits that could be important to the relationship between Commitment and Job Search Behaviors. Specifically, the narrow traits of optimism, work drive, and have shown incremental validity to the Big Five (Lounsbury, Sundstrom, Gibson, & Loveland, 2003). These narrow traits combined with the broad traits of the Big Five could explain more of the relationship between Commitment and Job Search Behaviors.

Limitations

While the current findings integrate two lines of research and suggest importing new relationships between personality, organizational commitment and job search behaviors, as in all research, there are limitations.

Design

The first limitation of this research is that it utilized a field study. While a field study showed results that provided insights into the relationships between key constructs, it is not without tradeoffs. First, the correlational design by its nature prevents the implication of causation. Second, the natural setting and lack of a manipulated variable also prevent the establishment of causation. Finally, alternative constructs that are known to have influence on all measured constructs, such as job satisfaction, were not controlled

for in this study and thus could offer another explanation for the significant relationships. In addition, the cross-sectional in nature meaning that all measures were taken at the same time. The proposed relationship between personality, organizational commitment and job search behaviors would be best evaluated using a longitudinal design to account for the necessary temporal factors in developing these relationships.

Measures

This study utilized online, self-report measures which are associated with several limitations. First, common method variance could explain the observed significant associations between constructs. Participants completed surveys regarding aspects of their personality, their attitudes as well as behavior. The common method of collecting these ratings could potentially inflate these associations artifactually. Second, self-report measures have inherent limitations. Self-report measures are thought to be subjective and influenced by social desirability bias. Levels of variables considered to be more socially desirable by the organization, such as commitment, could be inflated. Conversely, levels of constructs thought to be less desirable by the organization could be attenuated, such as job search behaviors. While the participants were assured of confidentially of results there is no way to know if they believed that to be the case.

Another limitation of this study was the lack of discriminant validity for the Affective and Normative Commitment Scales. The shared variance between these scales is .77, which was higher than the average variance extracted for either individual scale. A *post-hoc* analysis of these scales shows that when combined they have $\alpha = .993$. A combination of all three commitment scales yields $\alpha = .900$. This high scale reliability

suggests that all three scales could be combined into one Organizational Commitment Scale for analysis, and raises questions about discriminant validity for Continuance Commitment as well.

Post hoc tests were conducted of a structural model combining all three facets of Organizational Commitment into a single scale, to determine whether it produced a better fit for the data. A model that combined just the Affective and Normative Commitment scales was also tested. These results are in Table 10. The relationship between Conscientiousness and the new commitment scales was similar to the relationship between Conscientiousness and the three individual scales. The standardized regression coefficient was .246 between Conscientiousness and all three scales combined and .259 between Conscientiousness and the combined scale of Affective and Normative Commitment. These relationships are only stronger than the one found between Conscientiousness and Continuance Commitment.

The relationship between the new commitment scales and Job Search Behaviors showed interesting results. The standardized regression coefficient between all three scales combined and Job Search Behaviors was -.469 and -.454 between the combination of Affective and Normative Commitment. This is significantly stronger than the relationships found between the individual scales and Job Search Behaviors. Finally, the structural path between Conscientiousness, both new scales, and Job Search Behaviors was tested. While both paths showed significance, the indirect effects were not much different than those found in the analysis of the individual scales.

This post hoc analysis suggests that the relationship between Conscientiousness and Overall Commitment as well as Conscientiousness and components of commitment

is quite similar. However, the relationship between Overall Commitment and Job Search Behaviors is much stronger than the relationship between the components of commitment and Job Search Behaviors. There was no difference seen in the structural path between Conscientiousness, all commitment scales and Job Search Behaviors. These findings suggest that for future research that includes Job Search Behaviors and commitment, an overall commitment scale would be the most appropriate measure.

Participants

The sample of participants utilized in this study makes generalization of the findings limited. This study utilized team members of a single organization. While it has locations nationally, the participants are all involved in the same type of work. Thus, generalizing to a different type of organization could be problematic. In addition, participation was not mandatory. Participants self-selected to be included in the study. This could result in volunteer bias and limit the ability to generalize these results to a population.

Another limitation is that there could be an artifact due to the participants in this study. For salespeople, all forms of commitment could be highly related because of the emphasis on making money, an external motivator. For them, affective, continuance and normative commitment could all be explained by the same underlying base of the desire to make money.

External Conditions

Finally, a potential limitation of this study was the exclusion of other variables that potentially influence Job Search Behaviors. Comprehensive models of turnover, for

example Mobley (1979), include internal as well as external factors that are thought to contribute variance. Specifically relevant to this study is the inclusion of the probability of finding an acceptable alternative as an item in Mobley's model. Given the present economic conditions the inclusion of a similar item could have explained some of the variation in the relationships among the constructs.

Studies have shown that the relationship between job attitudes and turnover is moderated by economic climate. A meta-analysis by Carsten and Spector (1987) examined research on job satisfaction and turnover as a function of economic condition as measured by unemployment rate. Results of this analysis suggested that unemployment rate moderated the relationship between job satisfaction and both turnover as well as turnover intentions. A smaller relationship was found between job satisfaction and turnover/turnover intentions during time of high unemployment. These relationships were all stronger in studies conducted during times of low unemployment. The authors suggest that relationships that exist during times of economic prosperity may be difficult to find during unfavorable economic conditions, like those that prevailed during data-collection for the present study.

Conclusions

In conclusion, this study provides empirical support for the relationship between Conscientiousness and Affective, Normative, and Continuance Commitment. This finding adds important information to the literature on this topic and suggests that further research is needed to conclusively determine these relationships. This study also added support to the literature that suggests that Openness to Experience does not play a significant role in the development of organizational commitment. While insignificant findings are not typically reported, they are of use if only to keep them from continuing to be investigated.

Second, and of most interest is the support found for the structural path between Conscientiousness, Affective Commitment, and Job Search Behaviors and well as the Conscientiousness, Continuance Commitment, and Job Search Behaviors. While one study which is cross sectional in nature cannot definitely determine the true relationship between these constructs, this research suggests that there are previously unexplained associations that warrant future investigation.

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APPENDIX A – SURVEY INSTRUMENT

Thank you for participating in this project! Your participation is crucial for its success. The primary focus of my research is about commitment and personality and how they might be related to job tenure and will be used as part of the requirement for my PhD in Psychology. Participation in this study is voluntary and you may decline to participate without penalty at any time. The information that you provide will be used for research purposes only and will not be revealed to other employees, supervisors, or management. Returning this survey constitutes your agreement and informed consent to participate in this study.

If you have questions at any time about the study or the procedures, you may contact the researcher, Cynthia W. Hackney, at (865) 607-4529 or chackney@utk.edu. If you have questions about your rights as a participant, please contact the Office of Research at (865) 974- 3466.

Please use this list of common traits to describe yourself as accurately as possible. Describe yourself as you see yourself at the present time, not as you wish to be in the future. Describe yourself as you are generally or typically, as compared to other persons you know of the same sex and of roughly your same age.

	Extremely inaccurate	Very Inaccurate	Moderately Inaccurate	Slightly Inaccurate	Neither Accurate nor Inaccurate	Slightly Accurate	Moderately Accurate	Very Accurate	Extremely Accurate
Complex									
Creative									
Deep									
Disorganized									
Efficient									
Imaginative									
Inefficient									
Intellectual									
Organized									
Philosophical									
Practical									
Sloppy									
Systematic									
Uncreative									
Unintellectual									
Careless									

Please indicate the frequency during the last 6 months that you did the following:

	Never	Rarely	Occasionally	Frequently	Very Frequently
Read the help wanted/classified ads in a newspaper, journal, online or professional organization					
Listed yourself as a job applicant in a newspaper, journal, online or professional organization					
Prepared or revised your resume					
Sent your resume to a potential employer					
Filled out a job application					
Read a book, article or online source about changing jobs or getting a job					
Had a job interview with a prospective employer					
Talked with friends or relatives about possible job leads					
Contacted an employment agency or search firm					
Spoke with previous employers or business acquaintances about their knowing of a potential job opportunity					
Telephoned or emailed a prospective employer					
Used current within company resources to generate potential job leads					

Please read each statement and decide how much you agree or disagree with each statement.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I would be very happy to spend the rest of my career in this organization.					
I really feel as if this organization's problems are my own.					
I do not feel like "part of the family" at my organization.					
I do not feel "emotionally attached" to this organization.					
This organization has a great deal of personal meaning for me.					
I do not feel a strong sense of belonging to my organization.					
It would be very hard to leave my organization right now, even if I wanted to.					
Too much of my life would be disrupted if I decided I wanted to leave my organization right now.					
Right now, staying with my organization is a matter of necessity as much as desire.					
I believe that I have too few options to consider leaving this organization.					
One of the few negative consequences of leaving this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.					
If I had not already put so much of myself into this organization, I might consider working elsewhere.					
I do not feel any obligation to remain with my current employer.					
Even if it were to my advantage, I do not feel it would be right to leave my organization right now.					
I would feel guilty if I left my organization now.					
This organization deserves my loyalty.					
I would not leave my organization right now because I have a sense of obligation to the people in it.					
I owe a great deal to my organization.					
Overall, I am satisfied with my job					

What is your age? _____

What is your gender? Male_____ Female _____

How long have you worked for this organization? Months _____ Years_____

How long have you worked in this field? Months _____ Years_____

End of Survey

APPENDIX B – TABLES

Table 5: Descriptive Statistics

Construct	Item		Min	Max	Mean	STD	SKEW	Kurtosis
Conscientiousness	C1	Efficient	3	9	7.76	1.19	-1.50	2.87
	C2	Organized	1	9	6.84	1.80	-0.94	0.23
	C3	Practical	1	9	7.52	1.22	-1.47	5.04
	C4	Systematic	2	9	6.94	1.51	-0.79	0.42
	C5	Disorganized	1	9	6.60	2.13	-0.73	-0.48
	C6	Sloppy	2	9	7.80	1.62	-1.63	2.03
	C7	Inefficient	3	9	8.06	1.21	-1.96	4.63
	C8	Careless	3	9	7.69	1.45	-1.16	0.58
Openness to Experience	OE1	Complex	1	9	5.40	2.24	-0.33	-0.68
	OE2	Creative	2	9	7.42	1.66	-1.45	1.97
	OE3	Deep	1	9	6.77	1.77	-0.85	0.59
	OE4	Imaginative	1	9	7.26	1.57	-1.54	3.13
	OE5	Intellectual	3	9	7.58	1.16	-0.74	0.78
	OE6	Philosophical	1	9	6.35	1.84	-0.77	0.48
	OE7	Uncreative	1	9	7.59	1.79	-1.61	2.21
	OE8	Unintellectual	2	9	7.83	1.49	-1.82	3.54

Mean, standard deviation, minimum, maximum, skewness and kurtosis

Table 5.Continued

Construct	Item		Min	Max	Mean	STD	SKEW	Kurtosis
Conscientiousness	C1	Efficient	3	9	7.76	1.19	-1.50	2.87
	C2	Organized	1	9	6.84	1.80	-0.94	0.23
	C3	Practical	1	9	7.52	1.22	-1.47	5.04
	C4	Systematic	2	9	6.94	1.51	-0.79	0.42
	C5	Disorganized	1	9	6.60	2.13	-0.73	-0.48
	C6	Sloppy	2	9	7.80	1.62	-1.63	2.03
	C7	Inefficient	3	9	8.06	1.21	-1.96	4.63
	C8	Careless	3	9	7.69	1.45	-1.16	0.58
Openness to Experience	OE1	Complex	1	9	5.40	2.24	-0.33	-0.68
	OE2	Creative	2	9	7.42	1.66	-1.45	1.97
	OE3	Deep	1	9	6.77	1.77	-0.85	0.59
	OE4	Imaginative	1	9	7.26	1.57	-1.54	3.13
	OE5	Intellectual	3	9	7.58	1.16	-0.74	0.78
	OE6	Philosophical	1	9	6.35	1.84	-0.77	0.48
	OE7	Uncreative	1	9	7.59	1.79	-1.61	2.21
	OE8	Unintellectual	2	9	7.83	1.49	-1.82	3.54
Affective Commitment	AFF1	I do not feel “emotionally attached” to this organization.	1	5	3.71	1.24	-0.70	-0.59
	AFF2	I do not feel a strong sense of belonging to my organization.	1	5	3.66	1.34	-0.69	-0.78
	AFF3	I do not feel like “part of the family” at my organization.	1	5	3.72	1.25	-0.63	-0.76
	AFF4	I really feel as if this organization’s problems are my own.	1	5	3.01	1.29	-0.11	-1.14
	AFF5	I would be very happy to spend the rest of my career in this organization.	1	5	3.74	1.24	-0.79	-0.30
	AFF6	This organization has a great deal of personal meaning for me.	1	5	3.68	1.11	-0.52	-0.66

Mean, standard deviation, minimum, maximum, skewness and kurtosis

Table 5. Continued

Construct	Item		Min	Max	Mean	STD	SKEW	Kurtosis
Continuance Commitment	CON1	I believe that I have too few options to consider leaving this organization.	1	5	2.33	1.21	0.68	-0.47
	CON2	If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	5	2.47	1.16	0.48	-0.63
	CON3	It would be very hard to leave my organization right now, even if I wanted to.	1	5	3.04	1.26	-0.09	-1.13
	CON4	One of the few negative consequences of leaving this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	1	5	2.83	1.33	0.06	-1.25
	CON5	Right now, staying with my organization is a matter of necessity as much as desire.	1	5	3.42	1.15	-0.42	-0.68
	CON6	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1	5	3.30	1.30	-0.39	-0.98
Normative Commitment	NOR1	Even if it were to my advantage, I do not feel it would be right to leave my organization right now.	1	5	2.98	1.42	0.01	-1.34
	NOR2	I do not feel any obligation to remain with my current organization.	1	5	3.64	1.31	-0.59	-0.88
	NOR3	I owe a great deal to my organization.	1	5	3.48	1.18	-0.52	-0.54
	NOR4	I would feel guilty if I left my organization now.	1	5	2.94	1.35	0.05	-1.25
	NOR5	I would not leave my organization right now because I have a sense of obligation to the people in it.	1	5	3.29	1.33	-0.20	-1.19
	NOR6	This organization deserves my loyalty.	1	5	3.58	1.15	-0.51	-0.51

Mean, standard deviation, minimum, maximum, skewness and kurtosis

Table 5.Continued

Construct	Item		Min	Max	Mean	STD	SKEW	Kurtosis
Job Search Behaviors	JSB1	Read the help wanted/classified ads in a newspaper, journal, online or professional organization	1	5	2.06	1.26	0.87	-0.35
	JSB2	Listed yourself as a job applicant in a newspaper, journal, online or professional organization	1	5	1.48	1.03	2.23	4.12
	JSB3	Prepared or revised your resume	1	5	1.65	1.11	1.66	1.75
	JSB4	Sent your resume to a potential employer	1	5	1.60	1.08	1.80	2.37
	JSB5	Filled out a job application	1	5	1.87	1.19	1.14	0.15
	JSB6	Read a book, article or online source about changing jobs or getting a job	1	5	1.48	1.00	2.16	3.93
	JSB7	Had a job interview with a prospective employer	1	5	2.30	1.23	0.52	-0.84
	JSB8	Talked with friends or relatives about possible job leads	1	5	1.33	0.86	2.88	7.81
	JSB9	Contacted an employment agency or search firm	1	5	1.79	1.17	1.38	0.84
	JSB10	Spoke with previous employers or business acquaintances about their knowing of a potential job opportunity	1	5	1.65	1.17	1.76	2.01
	JSB11	Telephoned or emailed a prospective employer	1	5	1.28	0.87	3.32	10.37
	JSB12	Used current within company resources to generate potential job leads	1	5	2.00	1.29	0.98	-0.31

Mean, standard deviation, minimum, maximum, skewness and kurtosis

Table 6: Individual Construct Fit Statistics for Initial Model

Construct	# of Items	χ^2 (df)	$\chi 2$ / (df)	CFI	GFI	RMSEA
Conscientiousenss	8	143.156 (20)	7.16	0.845	0.874	0.148
Openness to Experience	8	304.693 (20)	15.24	0.752	0.773	0.225
Affective Commitment	6	149.391 (9)	16.599	0.856	0.839	0.236
Continuance Commitment	6	20.031 (9)	2.226	0.930	0.976	0.066
Normative Commitment	6	37.926 (9)	4.214	0.967	0.954	0.107
Job Search Behaviors	12	641.674 (54)	11.883	0.821	0.701	0.197

$\chi 2$ / (df): < 5 = acceptable fit level, < 2 = good fit

CFI: ≥ 0.80 = acceptable fit level; ≥ 0.90 = good fit

GFI: ≥ 0.80 = acceptable fit level; ≥ 0.90 = good fit

RMSEA: < 0.05 = very good; < 0.08 = acceptable; < 0.10 = mediocre; ≥ 0.10 = poor errors of approximation (Byrne, 2001)

Table 7: Individual Construct Fit Statistics for Revised Model

Construct	Items Removed	χ^2 (df)	$\chi 2$ / (df)	CFI	GFI	RMSEA
Conscientiousness	C3	18.965(9)	2.107	0.987	0.982	0.063
Openness to Experience	OE1 OE8	11.180 (5)	2.236	0.983	0.987	0.066
Affective Commitment	N/a	11.714 (4)	2.982	0.992	0.986	0.083
Continuance Commitment	CON1, CON5	3.938(5)	0.788	1.000	0.994	0.000
Normative Commitment	N/a	24.842 (8)	3.105	0.981	0.970	0.087
Job Search Behaviors	N/a	116.648 (30)	3.888	0.974	0.946	0.101

$\chi 2$ / (df): < 5 = acceptable fit level, < 2 = good fit

CFI: ≥ 0.80 = acceptable fit level; ≥ 0.90 = good fit

GFI: ≥ 0.80 = acceptable fit level; ≥ 0.90 = good fit

RMSEA: < 0.05 = very good; < 0.08 = acceptable; < 0.10 = mediocre; ≥ 0.10 = poor errors of approximation (Byrne, 2001)

Table 8: JSB Correlated Error Terms

JSB10 and JSB11(36.155)	JSB3 and JSB9 (31.968)
JSB9 and JSB11 (24.569)	JSB3 and JSB8 (15.294)
JSB9 and JSB10 (79.143)	JSB3 and JSB7 (16.403)
JSB7 and JSB9 (67.95)	JSB3 and JSB4 (68.097)
JSB6 and JSB12 (11.124)	JSB2 and JSB10 (24.265)
JSB6 and JSB10 (36.497)	JSB2 and JSB9 (25.89)
JSB6 and JSB9 (11.446)	JSB2 and JSB6 (13.968)
JSB5 and JSB9 (11.649)	JSB1 and JSB10 (19.886)
JSB5 and JSB7 (28.86)	JSB1 and JSB7 (15.882)
JSB4 and JSB10 (17.556)	JSB1 and JSB6 (20.106)
JSB4 and JSB9 (17.636)	JSB1 and JSB5 (31.075)
JSB4 and JSB7 (48.22)	JSB1 and JSB2 (36.384)
JSB3 and JSB11(14.34)	

Modification indices between pairs of error terms.

Table 9: Final Measurement Model: Factor Loadings, Coefficient Alpha and Composite Reliabilities

Construct		Factor Loading	Cronbach's α	Composite Reliability
Conscientiousness	Efficient	0.721	0.834	0.833
	Organized	0.718		
	Systematic	0.431		
	Disorganized	0.722		
	Sloppy	0.667		
	Inefficient	0.649		
	Careless	0.584		
Openness to Experience	Creative	0.942	0.866	0.872
	Deep	0.619		
	Imaginative	0.869		
	Intellectual	0.485		
	Uncreative	0.827		
Affective Commitment	I do not feel "emotionally attached" to this organization.	0.748	0.880	0.874
	I do not feel a strong sense of belonging to my organization.	0.755		
	I do not feel like "part of the family" at my organization.	0.672		
	I really feel as if this organization's problems are my own.	0.594		
	I would be very happy to spend the rest of my career in this organization.	0.772		
	This organization has a great deal of personal meaning for me.	0.840		

Table 9. continued

Construct		Factor Loading	Cronbach's α	Composite Reliability
Continuance Commitment	I believe that I have too few options to consider leaving this organization.	0.327	0.695	0.774
	It would be very hard to leave my organization right now, even if I wanted to.	0.651		
	One of the few negative consequences of leaving this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	0.776		
	Right now, staying with my organization is a matter of necessity as much as desire.	0.219		
	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	0.704		
Normative Commitment	Even if it were to my advantage, I do not feel it would be right to leave my organization right now.	0.685	0.891	0.884
	I do not feel any obligation to remain with my current organization.	0.805		
	I owe a great deal to my organization.	0.714		
	I would feel guilty if I left my organization now.	0.679		
	I would not leave my organization right now because I have a sense of obligation to the people in it.	0.775		
	This organization deserves my loyalty.	0.820		

Table 9. continued

Construct		Factor Loading	Cronbach's α	Composite Reliability
Job Search Behaviors	Read the help wanted/classified ads in a newspaper, journal, online or professional organization	0.641	0.950	0.950
	Listed yourself as a job applicant in a newspaper, journal, online or professional organization	0.832		
	Prepared or revised your resume	0.949		
	Sent your resume to a potential employer	0.942		
	Filled out a job application	0.801		
	Read a book, article or online source about changing jobs or getting a job	0.823		
	Had a job interview with a prospective employer	0.789		
	Talked with friends or relatives about possible job leads	0.725		
	Contacted an employment agency or search firm	0.776		
	Spoke with previous employers or business acquaintances about their knowing of a potential job opportunity	0.780		
	Telephoned or emailed a prospective employer	0.529		
	Used current within company resources to generate potential job leads	0.760		

Table 10: Post Hoc Analysis of Combined Commitment

Structural Path	Standardized Regression Weight	Standard Error	Critical Ratio	Result
Conscientiousness → Total Commitment	.246	.076	3.449***	**Significant**
Total Commitment → Job Search Behaviors	-.469	.061	-6.864***	**Significant**
Conscientiousness → AC &NC Combined	.259	.077	3.609***	**Significant**
AC & NC Combined → Job Search Behaviors	-.454	.060	-6.685***	**Significant**

Note: AC =Affective Commitment; NC=Normative Commitment
*** $p < 0.001$

Structural Path	Indirect Effect	CI	Sig.
Conscientiousness => Total Commitment => Job Search Behaviors	-1.15	-.191 to -.041	**p < .01**
Conscientiousness => AC & NC Combined => Job Search Behaviors	-1.18	-.209 to -.045	**p < .01**

A Monte Carlo Simulation using the Bootstrap Technique was used to generate confidence intervals and p-values.

VITA

Cynthia Young Ward Hackney was born in Princeton, New Jersey and was raised with 4 siblings in Blacksburg, Virginia. She attended Gilbert Linkous Elementary School, Blacksburg Middle School and Blacksburg High School. She attended Virginia Tech and ultimately graduated with a B.A. degree in Psychology from The University of Tennessee. She enjoyed a successful management career in the Hospitality field before returning to graduate school. She received her M.A. in Experimental Psychology in 2008 and completed the requirements for her doctorate in December of 2011.