# ANTECEDENTS OF TURNOVER INTENT: THE ROLE OF SOCIAL RELATIONSHIPS IN JOB EMBEDDEDNESS

A Dissertation
Presented to
The Academic Faculty

By

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In Partial Fulfillment
Of the Requirements for the Degree
Doctor of Philosophy in Psychology

Georgia Institute of Technology

May 2016

**ANTECEDENTS OF TURNOVER INTENT: THE ROLE OF SOCIAL RELATIONSHIPS IN JOB EMBEDDEDNESS**

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Date Approved: March 28th, 2015

## ACKNOWLEDGEMENTS

I would first like to thank my graduate advisor, Dr. Ruth Kanfer, for her support and infinite patience. I greatly appreciate her expertise and uplifting demeanor during this academic and professional journey. She pushed me to do my best at everything I did, and this approach has culminated in a dissertation I am very proud of completing. I would also like to thank the members of my committee: Phillip Ackerman, Rustin Meyer, Leslie DeChurch, and Charles Parsons, for their feedback and insight into theory and research design, and their support in refining my final document. I thank them all for their effort and time in helping me complete this epic goal.

I could not have completed this dissertation without the intellectual and emotional support provided by Erin Marie Conklin, Victor Ellingsen, Elnora Kelly, Carla Burrus, and Sam Posnock. Each of them provided unique perspective to help support and shape my graduate experience. I would also like to thank my lab mates Matt Betts, Ilya Gokhman, Ben Perrodin, Gina Bufton, and Chelsea Vance for keeping things in perspective. It was a pleasure working with all of them and wish them the best of luck with their future endeavors. Lastly, Mike Morrison was integral in getting my study up and running as he programed the survey all himself. Without his help, I'm not sure how data collection would have been possible.

Finally, I would like to thank my family and friends for tolerating me during these somewhat grueling and long years. To my mom, Michelle, her generosity, patience, and success have shown me how I want to live my life, and I'm honored to be her son. I hope I've made her proud, and I cannot thank her enough. To my brother, Michael, he set a

standard of excellence as a big brother and I hope I can live up to his expectation. To all the friends, it has been a pleasure and an honor. There are simply too many to name here, but they all made this time so much more enjoyable. Finally, to my wife, Alex Betts, I offer my greatest appreciation for her patience, support, and endless love. I could have never done this without her.

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| | |
|---|---|
| CFI | Comparative Fit Index |
| Cronbach's α | Estimated Internal Consistency Reliability |
| *df* | Degrees of Freedom |
| *F* | Test Statistic for Analysis of Variance |
| N | Total Sample Size |
| NS | Not significant |
| *p* | Probability – statistical significance value |
| *ρ* | Estimated Population True Score Correlation Coefficient |
| *r* | Sample Correlation Coefficient |
| $R^2$ | Estimated Variance Accounted for |
| RMSEA | Root Mean Square Error of Approximation |
| SD | Standard Deviation |
| S.E. | Standard Error |
| SRMR | Standardized Root Mean Square Residual |
| VAF | Variance Accounted for |
| $\Delta x^2$ | Change in Chi-square |

## SUMMARY

Voluntary turnover is an important organizational issue with costs beyond monetary losses (Morrow & McElroy, 2007). Subsequently, the detrimental effects have engendered extensive research that has led to multiple turnover models attempting to unite antecedents to maximize the variance in predicting turnover and turnover intent (Griffeth et al., 2000). However, current models have omitted important aspects of an employee's working experience. This dissertation addresses that gap; namely, the need to incorporate relational forces at work that keep individuals at their current organizations. The study integrates social relations and the traditional turnover model (Mobley, 1977) to examine the unique and joint effects of social relations in predicting turnover intent. An empirical study of two independent samples of full-time working individuals (N = 318; N = 235) expanded the measurement of social relations by examining social network content, strength, structure, and influence. Select work personality traits, work characteristics, and turnover outcomes were assessed via an online questionnaire. The results demonstrate that expressive link defection (i.e., friends leaving the organization), instrumental normative pressure to stay (i.e., advisors wanting employees to stay), and instrumental strength (i.e., frequency of contact with advisors) predict significant variance in turnover intent beyond traditional predictors. In addition, expressive link defection and instrumental normative pressure to stay had stronger relationships with turnover intent for longer tenured employees than shorter tenured employees. Implications of these findings for the understanding of turnover intent, relationships

between job satisfaction, affective commitment and social relations, and practical applications are discussed.

# CHAPTER 1
# INTRODUCTION

According to the U.S. Department of Labor (2015) over 2.7 million people, or 2 percent of the total employed U.S. workforce, voluntarily quit their jobs during the month of March, 2015 alone. This number is typical for most months in which the economy is not in recession. For organizations concerned with workforce staffing, such voluntary turnover can be disruptive and expensive (e.g., Cascio, 2006; Emid, 2002; Mitchell, Holtom, & Lee, 2001). To address these concerns, organizational researchers have sought to understand and better predict the reasons that employees voluntarily quit their jobs (e.g., Feeley & Barnett, 1997; Mitchell, Holtom, & Lee, 2001). Until recently, most research on the causes of voluntary turnover have focused on economic reasons and facets of job satisfaction, with relatively little attention, beyond coworker satisfaction or supervisor support, directed toward the role that an individual's interpersonal relationships with others at work may play in turnover intentions (Holtom, Mitchell, Lee, & Eberly, 2008; Mitchell & Lee, 2001). These approaches don't emphasize the emotional strength of these relations or parse apart the content of the relations, for example, how does an individual's best friend quitting affect his/her decision to leave the organization?

The need to examine social relations at work is especially important in today's workplace because of the changing nature of work that emphasizes teams and collaboration (Richter, Dawson, & West, 2011). In contrast to the social work milieu common during much of the 20$^{th}$ century, many employees today are encouraged to develop social networks and work relationships early in job tenure, and research on the

advantages of social networks have been shown for newcomer socialization (Morrison, 2002), promoting beneficial employee exchanges (e.g., OCBs, coworker support; Podsakoff, Podsakoff, MacKenzie, Maynes, & Spoelma, 2014; Zacher, Jimmieson, & Bordia, 2014), and teamwork (e.g., virtual teams, multi-team systems; Jones, & George, 1998; Townsend, DeMarie, & Hendrickson, 1998). Surprisingly, however, relatively little research has been conducted to examine how social relations may affect voluntary turnover.

Most late 20th century theory and research on the topic of turnover derives from foundational research conducted by March and Simon (1958) during the mid-20th century (Maertz & Campion, 1998). In essence, the March and Simon model and derivatives proposed during the latter part of the 20th century have emphasized two major determinants of turnover; the desirability of movement (job attitudes) and the ease of movement (perceived job alternatives) (Griffeth, Hom, & Gaertner, 2000). As Mitchell, Holtom, Lee, Sablynski, and Erez (2001) have more recently proposed, traditional turnover models derived from the March and Simon (1958) formulation focus on factors that promote leaving the organization, but do not address the potential role of social factors that may lead a person to stay (or remain embedded) in the organization. These models emphasize attitudes toward the job or organization and economic resources rather than the socio-emotional ties an individual develops with people at the job.

Following this line of argument, a few researchers have begun to study the role of social relations, in terms the influence of an individual's organizational links (job embeddedness; Crossley, Bennett, Jex, & Burnfield, 2007; Mitchell et al., 2001), network centrality (Feeley, Moon, Kozey, & Slowe, 2010) and direct links to leavers (Feeley &

Barnett, 1997). Although findings by these researchers provide evidence that workplace social relationships do predict turnover intent, there has also been criticism of the measures that have been used to capture an individual's social embeddedness (Zhang, Fried, & Griffeth, 2012). In recognition of this concern, Mitchell et al. (2001) acknowledged that "certain links may be more important than others" (p. 1104). Holtom, Mitchell, Lee and Eberly (2008) suggest that further research is needed to identify the quality and content of social ties at work because "the quality of ties determines which ones will be important in making a quitting decision" (p. 257).

The current study sought to expand and test the predictive validity of social relations at work in the prediction of voluntary turnover intentions. In concert with recent calls for greater consideration of the individuals' social environment, I tested a broadened model of turnover determinants that includes an assessment of an individual's social relations at work and compared it to a current model of social relations, the job embeddedness subfacet organizational links. Using an egocentric network perspective, I examined how the strength, structure, and influence of an employee's social relations at work related to turnover intentions. In contrast to previous studies investigating social network variables, I proposed a model that integrates these social network variables with traditional turnover model antecedents (March & Simon, 1958; Mobley, 1977). Indeed, Mossholder et al. (2005) recommended including traditional turnover predictors "in future studies investigating relational predictors of turnover" (p. 615), but prevailing theories of social networks have focused strictly on direct effects and failed to account for potentially intervening processes, even though, theory suggest that job attitudes and normative commitment are likely mediators (Mitchell et al., 2001). In sum, this study

broadens the perspective on turnover to take account of how an individuals' socio-relational work environment affects job attitudes and turnover intentions.

The remainder of the introduction is organized into four sections. I begin with a brief overview delineating the major determinants of traditional turnover theory (March & Simon, 1958; Mobley, 1977). Next, I review the literature regarding the relationships between social relations and turnover intent, and then introduce a social network perspective to provide justifications for expanding the assessment of turnover determinants in predicting turnover intent. In the third section, I provide theoretical justification for the social relationship variables to be included in this study, and present hypotheses regarding their direct relationships with turnover intent. The fourth and final section concludes by delineating the proposed mediating role that job satisfaction and organizational commitment play in the connections between social relations and turnover intent.

### 1.1 Traditional Turnover Theories

March and Simon (1958) proposed that an employee's degree of perceived desirability of movement and perceived ease of movement determines his/her likelihood of seeking a new job. Desirability of movement is negatively related to an individual's satisfaction with the job and ease of movement is a positive function of the number of extraorganizational perceived alternatives, such as external promotions or lateral external job change (March & Simon, 1958). March and Simon (1958) specified that when both desirability of movement and perceived ease of movement are high, individuals are more likely to terminate their employment with an organization. Over the years, desirability of movement has been operationalized as job attitudes (e.g., job satisfaction, organizational

commitment), whereas ease of movement has been measured by assessment of perceived job alternatives or actual unemployment rates (e.g., Griffeth & Hom, 1988; Mitchell et al., 2001).

Following March and Simon (1958), Mobley's (1977) turnover model distinguished three determinants of turnover intent; job satisfaction, expected utility of present job (organizational commitment) and expected utility of alternative (perceived job alternatives). The Mobley (1977) turnover model is structurally similar to March and Simon's model, in that, Mobley (1977) also focuses on turnover as an end result of job attitudes and an evaluation of alternative job opportunities. This focus on dissatisfaction, low commitment, and perceived job alternatives dominated the study of voluntary turnover during the latter part of the 20$^{th}$ century (e.g., Hom & Griffeth, 1995; March & Simon, 1958; Mobley, 1977; Price & Mueller, 1981; Steers & Mowday, 1981), and over time has come to be termed the "traditional turnover theory." Traditional turnover theory posits that lower levels of job satisfaction and organizational commitment, along with a positive perception of job alternatives are positively related to leaving the organization (Jiang, Liu, McKay, Lee, & Mitchell, 2012).

In sum, traditional models of turnover include two major categories of predictor variables, one emphasizing desirability of movement or job attitudes (i.e., job satisfaction and organizational commitment) and one emphasizing perceived ease of movement reflected in perceived job alternatives. In the following sections, I review evidence on these major determinants of turnover intent based on traditional turnover theory.

### 1.1.1 Job Satisfaction

Job satisfaction is accorded a major role in most predictive models of employee turnover (see e.g., Griffeth, Hom, & Gaertner, 2000; Tett & Meyer, 1993; Trevor, 2001). Job satisfaction, defined by a cognitive judgement approach as an individual's affective evaluation of his/her job (Hulin, Roznowski, & Hachiya, 1985), is posited to develop as a function of perceptions of various aspects of the job relative to individual values (e.g., pay, rewards, organizational culture; Lawler, 1973; Locke, 1969, 1976; Thoresen, Kaplan, Barsky, Warren, & de Charmont, 2003; Weiss & Cropanzano, 1996). Maertz and Griffeth (2004) suggest that if an individual cognitively evaluates the characteristics of his/her job as poor (e.g., low pay, poor hours, etc.), he/she will have a negative affective reaction to the job. Because individuals are generally hedonistic, an individual experiencing dissatisfaction with respect to his/her job is likely to have thoughts about quitting and/or greater interest in performing less extreme forms of withdrawal than quitting (e.g., absenteeism, passive job behavior; Brayfield & Crockett, 1955; Kraut, 1975). If job satisfaction is sufficiently low, the employee will develop a desire and intent to leave the organization. An 88-sample meta-analytic study by Tett and Meyer (1993) provides support that job satisfaction relates negatively to turnover intent ($\rho$ = -.48).

### 1.1.2 Organizational Commitment

Organizational commitment, defined as individuals' perceived psychological bond to their organization (Allen & Meyer, 1990; Klein, Molloy, & Cooper, 2009; Meyer, Becker, & van Dick, 2006), is posited by Meyer and Allen (1991) to be a multidimensional construct comprised of three components: affective, normative, and continuance commitment. Affective commitment refers to the emotional involvement and affect that employees experience with respect to their job and organization (Allen &

Meyer, 1990; Maertz & Griffeth, 2004; Mowday, Steers, & Porter, 1979). In other words, people stay with their organizations because of the positive affect and feelings they experience in their job. Individuals experiencing high levels of affective commitment are posited to have an emotional attachment to the organization and are expected to want to remain with the organization (Allen & Meyer, 1990). Meta-analytic evidence provided by Meyer et al.'s (2012) 55-sample study supports the negative relationship with turnover intent ($\rho$ = -.56).

In contrast, normative commitment represents an individual's perceived obligation to engage in actions that will benefit the organization and its goals (Allen & Meyer, 1990; Meyer & Herscovitch, 2001). The underlying motivation of normative commitment is a sense of obligation that an employee feels to stay with the organization, as an act of reciprocity (i.e., contractual forces; Maertz & Griffeth, 2004). Employees enter into a psychological contract with the organization upon employment. If the organization maintains its side of the bargain (e.g., fair treatment, organizational support; Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001; Robinson & Morrison, 2000) employees are posited to feel an obligation to "payback" the organization. Employees may perceive that they are directly paying back an obligation through continued membership (Robinson et al., 1994). Thus, if an individual's normative commitment or felt obligation to the organization is high then he/she is less likely to leave the organization. As expected, meta-analytic findings by Meyer et al.'s (2002) 25-sample study provide evidence that normative commitment negatively relates to turnover intent ($\rho$ = -.33).

The third component of the commitment construct, continuance commitment, relates to the extent that employees feel the need to stay at their organization (Meyer & Allen, 1991). Continuance commitment occurs as an individual takes a calculative approach and weighs the benefits associated with staying at the organization against the costs of leaving (Allen & Meyer, 1990). Employees are posited to evaluate side bets (i.e., elements lost if an individual were to leave his/her organization) and employment alternatives outside the organization. Individuals faced with side bets (costs) and few alternatives would be less likely to leave the organization. However, meta-analytic findings provided by Meyer et al.'s (2002) 39-sample study only show a small relationship with turnover intent ($\rho$ = -.18). The small effect size suggests the cognitive evaluation of the costs and benefits of leaving the organization are not as important as are the affective attachment to and felt obligation to remain at the organization in the intention to leave one's organization.

### 1.1.3 Perceived Job Alternatives

Perceived job alternatives represent another extensively studied focal construct in turnover research. Perceived job alternatives are viewed as psychologically pulling employees away from their current organization out of self-interest (Bretz, Boudreau, & Judge, 1994). For example, even if employees like their current job they may still be strongly attracted to alternatives that they believe will provide better work outcomes (e.g., Steel, 2002). It is not merely the visibility of alternatives, but the attractiveness of alternatives and the expectancy of attaining better alternative outcomes that are most salient. Therefore, if perceived job alternatives are attractive and the individual believes he/she can attain the job alternative then he/she is more likely to leave his/her

organization. A 12-sample meta-analytic study by Jiang et al. (2012) provides support for the positive relationship between perceived job alternatives and turnover intent ($\rho$ = .45).

### 1.1.4 Summary

Traditional turnover research findings emphasize the role of job satisfaction, organizational commitment, and perceived job alternatives in predicting an individual's intention to leave their organization. Although research findings on these variables show meaningful relationships with turnover intent, it is important to note that their relationships with turnover intentions leave considerable variance to be explained (Jiang et al., 2012; Tett & Meyer, 1993). In addition, as Maertz and Campion (1998) note, "voluntary turnover models do not typically consider the impact of an employee's personal relationships." (p. 59). Although these theories yield findings that predict significant variance in turnover intentions and behavior (Griffeth et al., 2000), small to moderate effect sizes and broad attitudinal measurement leave room for further understanding and improved prediction.

## 1.2 The Role of Social Relations

Over the past two decades, newer models of turnover, including that proposed by Mitchell and his colleagues (2001) on job embeddedness, have attempted to explain more variance in voluntary turnover intentions by taking into account the nature of the individual's social relationships at work (Barrick & Mount, 1996; Hulin, 1991).

Social relationships may importantly influence turnover intentions because there is presumably little overlap between cognitive-attitudinal models (e.g., traditional turnover model) and relational models (Oldroyd & Morris, 2012). Specifically, relational models focus on the normative and constituent forces that motivate people to stay or

leave their organization (Maertz & Griffeth, 2004); in other words, the impact of meeting the perceived expectations of salient others at work (e.g., supervisors, workplace friends) and employees' attachment to individual coworkers or groups within the organization. In contrast, traditional turnover theories focus on affective, cognitive, and alternative motives to leave the organization (Maertz & Griffeth, 2004). Therefore, traditional models focus on the organizational level, whereas relational models focus on the level of social relationships (i.e., individual—individual, individual—team, etc.).

Three models have been proposed to assess social relationships in predicting turnover intent: the erosion model (Feeley & Barnett, 1997), the social influence model (Feeley & Barnett, 1997), and the organizational links dimension of the job embeddedness model (Mitchell et al., 2001).

### 1.2.1 Erosion Model

The erosion model (EM) predicts that individuals who are more central in their workplace communication network are less likely to quit their job due to the information and social benefits that are provided to them by peers in the workplace (Feeley & Barnett, 1997). The erosion model also suggests that network centrality, or the degree to which an individual is at the 'center' of the organization's social structure, yields structural advantages, such as support, power, and resources (Balkundi & Harrison, 2006; Sparrowe, Liden, Wayne, & Kraimer, 2001).

When discussing network centrality it is important to specify the aspect of network centrality being measured because simply referring to the concept as 'centrality' can be misleading. Three network centrality features are typically assessed: degree, betweenness, and closeness. Degree is the total number of employees who are in direct

contact with the focal employee compared to the total network (whole network) (Feeley & Barnett, 1997). Degree can be further refined into in-degree (number of employees who reported a relationship with focal employee) or out-degree (number of employees to whom the focal employee reports) (Feeley et al., 2008). The higher number of direct contacts the focal employee reports, the higher the out-degree centrality. Feeley and colleagues (2008) assessed the in- and out-degree of peer (any contact at work) and friendship (only friends at work) network within a 40-employee fast-food restaurant. Feeley et al. (2008) found only out-degree friendship (at work) network centrality was negatively related to turnover ($r$ = -.38) suggesting that central employees garner more social support and coping resources than persons who are less central. Feeley and Barnett (1997) suggest that friendship resources induce central network participants to stay, compared with those who "fall off the edges of the social network" (p. 374). In contrast, empirical findings by Feeley (2000) and Mossholder et al. (2005) provide support for the value of peer relationships at work. Feeley (2000) and Mossholder et al. (2005) found that in-degree peer network centrality was negatively related to turnover ($r$ = -.22 --.39) in samples of restaurant and pharmacy employees and medical staff.

Betweenness is the probability that communication between two employees must pass through the focal individual (Feeley, 2000). A higher betweenness scores indicates that the employee is between more pairs of employees' communication paths. Closeness is the distance between an individual and all others in the network (Feeley, 2000). Individuals high in closeness require little distance to communicate with any other individuals in the organization; thus, he/she is structurally close to others. Using a sample of 70 pharmacy and restaurant employees Feeley (2000) assessed betweenness and

closeness. Feeley (2000) found turnover intent was only negligibly related to closeness ($r$ = .10) or betweenness ($r$ = -.03), suggesting the structural distance and probability of communication between two employees passing through an individual has little influence on turnover intent. Table 1 summarizes the relationships between all network centrality aspects and turnover and turnover intent.

Table 1.
*Methods, Sample Sizes, and Obtained Effect Sizes of Past Studies Linking Network Variables to Turnover or Turnover Intent*

| Network Variable | Study | Outcome | Method | Sample Size | Sample Type | Effect Size (*r*) |
|---|---|---|---|---|---|---|
| Link Defection | Feeley & Barnett (1997) | Turnover | % contacts with leavers | 166 | Grocery Employees | .21* |
| Network Centrality | | | | | | |
| Betweenness | Feeley (2000) | Turnover Intent | whole network | 70 | Pharmacy & Restaurant Employees | -.03 |
| | Feeley (2000) | Turnover | whole network | 70 | Pharmacy & Restaurant Employees | -.12 |
| Closeness | Feeley (2000) | Turnover Intent | whole network | 70 | Pharmacy & Restaurant Employees | .10 |
| | Feeley (2000) | Turnover | whole network | 70 | Pharmacy & Restaurant Employees | -.34* |
| In-Degree Peer | Feeley (2000) | Turnover Intent | whole network | 70 | Pharmacy & Restaurant Employees | .03 |
| | Feeley (2000) | Turnover | whole network | 70 | Pharmacy & Restaurant Employees | -.39* |
| | Mossholder et al. (2005) | Turnover | whole network | 176 | Medical Staff | -.22* |
| | Feeley et al. (2008) | Turnover | whole network | 40 | Restaurant Employees | -.17 |
| Out-Degree Peer | Feeley et al. (2008) | Turnover | whole network | 40 | Restaurant Employees | .17 |
| In-Degree Friend | Feeley et al. (2008) | Turnover | whole network | 40 | Restaurant Employees | -.17 |
| Out-Degree Friend | Feeley et al. (2008) | Turnover | whole network | 40 | Restaurant Employees | -.38* |
| Non-directional | Feeley & Barnett (1997) | Turnover | whole network | 166 | Grocery Employees | -.26* |
| Network Size | Feeley & Barnett (1997) | Turnover | whole network | 166 | Grocery Employees | -.31* |
| | Soltis et al. (2013) | Turnover Intent | whole network | 229 | Manufacturing | -.08 |

Table 1 (continued)

| | | | | | | |
|---|---|---|---|---|---|---|
| Organizational Links | Mitchell et al. (2001) | Turnover | self-report | 177 | Grocery Employees | -.11 |
| | Mitchell et al. (2001) | Turnover | self-report | 232 | Hospital Staff | -.17* |
| | Mitchell et al. (2001) | Turnover Intent | self-report | 177 | Grocery Employees | -.14* |
| | Mitchell et al. (2001) | Turnover Intent | self-report | 232 | Hospital Staff | -.12 |
| | Lee et al. (2004) | Turnover | self-report | 805 | Financial Employees | -.16* |
| | Lee et al. (2004) | Turnover Intent | self-report | 805 | Financial Employees | .01 |
| | Crossley et al. (2007) | Turnover | self-report | 306 | Public Organizations | -.08 |
| | Crossley et al. (2007) | Turnover Intent | self-report | 306 | Public Organizations | -.21* |
| | Mallol et al. (2007) | Turnover | self-report | 177 | Financial Employees | -.26* |
| | Mallol et al. (2007) | Turnover Intent | self-report | 177 | Financial Employees | -.27* |
| | Ramesh & Gelfand (2010) | Turnover | self-report | 323 | Call Center Employees | .00 |
| | Ramesh & Gelfand (2010) | Turnover Intent | self-report | 323 | Call Center Employees | .12* |

* $p < .05$.

In sum, aspects of network centrality demonstrate mixed relationships with turnover and turnover intent. In- and out-degree centrality demonstrate some promise, with significant negative relationships observed with turnover, but closeness and betweenness failed to relate to turnover intent. The lack of consistent relationship may be due to Feeley and Barnett's (1997) erosion model focusing strictly on the social configuration of the organization. The measurement of network centrality neglects to measure normative influences at work or an individual's attachment to the organization. Additionally, the erosion model ignores potential valuable social aspects, including the strength and content of an individual's social relationships (Morrison, 2002).

### 1.2.2 Social Influence Model

Feeley and Barnett (1997) also adopted an alternative explanation about how social relations affect turnover using a social information processing approach. Social information processing theory suggests that an individual's social environment is an important source of information. The social environment provides cues which individuals use to inform their attitudes, beliefs, and decisions (Salancik & Pfeffer, 1978). Extending this perspective, Feeley & Barnett (1997) posited that having a direct link with an individual leaving the organization would exert a positive influence on the individual's turnover intent (i.e., social influence). Krackhardt and Porter (1986) suggest that when one leaves the organization, the stayers are likely to view the individual who left as providing relevant information about the organization. Exiting employees can provide information about their exiting behaviors, such as how to transition, job search behavior, or submitting a two week notice (Holtom et al., 2008). Also, exiting employees may directly communicate their intent and why they are leaving, possibly "bad mouthing" the

organization or providing negative organizational information (e.g., poor management, future layoffs). Thus, Feeley and Barnett (1997) argued that individuals directly connected to leavers would be more likely to explore thoughts about leaving. Feeley and Barnett (1997) assessed the percentage of total direct links a focal individual had with leavers for 170 supermarket employees. They found that direct links with leavers was positively related to turnover ($r$ = .20), providing support that individuals leaving an employee's workplace network increases that employee's turnover intent.

### 1.2.3 Job Embeddedness

In contrast to Feeley and Barnett (1997), Mitchell and colleagues (2001) have examined the role of social relations in employee turnover in terms of the size of the individual's social network at work and in the community. Mitchell and colleagues (2001) state that both organizational- and community-related forces that promote attachment to the organization may prevent employees from leaving their jobs. They proposed a new construct, job embeddedness, which Mitchell et al., (2001) described as "like a net or a web in which an individual can become stuck" (p. 1104). Job embeddedness is a six factor composite construct that breaks down into three community factors (fit, sacrifice, and links) and three organizational factors (fit, sacrifice, links) (Mitchell, et al., 2001). Fit refers to employees' compatibility or comfort with work and nonwork environments. Sacrifice is cost of material or psychological benefits that one may forfeit by leaving one's organization or community. Links are the formal or informal connections between a person, location, community, or other people) (Mitchell, et al., 2001).

Specifically, organizational links, explicitly addresses social relations at work and offers a potentially unique contribution to predicting turnover intent beyond the traditional turnover model. According to Mitchell et al. (2001), organizational links are not attitudes or affective reactions, but rather refer to the nature of formal and informal social interactions that an employee maintains with coworkers, supervisors, or groups within the organization. Mitchell et al. (2001) propose that the greater the number of social links that an individual maintains within the organization, the stronger the web of social relations and therefore the more tightly the individual is bound to the organization. A variety of research streams suggest that work team members and colleagues apply normative pressure (forming the web or net) on fellow employees to stay on the job (Maertz, Stevens, Campion, & Fernandez, 1996; Prestholdt, Lane, & Mathews, 1987). As such, employees with a greater number of social links within the organization are expected to experience a greater sense of obligation (for instance, to coworkers) to stay with the organization.

Nonetheless, findings from several recent studies, displayed in Table 1, show that organizational links exhibit only a weak relationship with turnover intent ($r$ = -.11--.27; Mallol, Holtom, & Lee, 2007; Mitchell et al., 2001; Ramesh & Gelfand, 2010). One reason for the weak relationship between organizational links and turnover intentions may lie in the way that such social linkages are assessed. In the Mallol et al (2007), Mitchell et al (2001) and Ramesh & Gelfand (2010) studies, organizational links were assessed in terms of the number of relations aggregated with tenure-related questions (i.e., position and organization tenure), and without regard to the quality or content of the social relation. Although Mitchell et al. (2001) stated that “certain links may be more

important than others" (p. 1104), studies to date have failed to assess the quality of an individual's social ties even though Morrison (2002) found qualitative differences among social ties in predicting organizational commitment. One purpose of this research is to assess specific ties and other interpersonal relationships, beyond that of simple communication patterns (e.g., network centrality) that may embed employees.

### 1.2.4 Summary

Recent studies by Feeley and Barnett (1997) and Mitchell et al. (2001) have sought to improve on the prediction of employee turnover by including predictor variables that take into account the social aspects of the workplace. Feeley and Barnett's (1997) erosion model focuses strictly on the social configuration of the organization, but ignores potential valuable social aspects, including the strength and content of an individual's social ties (Morrison, 2002). The social influence model (Feeley & Barnett, 1997) only assesses the social ties with exiting employees and the organizational links component of the job embeddedness model emphasizes the quantity of an individual's ties (Mitchell et al., 2001). Multiple characteristics of social ties within the workplace need to be explored, including the strength, content, and structural of ties (Rollag, Parise, & Cross, 2005). Adopting a social network perspective permits expansion of the measurement of the social context through assessment of social tie content, quality, and structure. The proposed study will be able to get specific; for instance, if having a network full of high-status employees (e.g., executives, supervisors) negatively relates to leaving the job. In the next section, I describe the social network perspective and introduce multiple social aspects and their potential impacts on turnover intent.

## 1.3 A Social Network Perspective

Maertz and Griffeth (2004) identified constituent forces (attachments to others in the organization) and normative forces (meeting the expectations of salient others) as two of eight distinct motivational forces that underlie voluntary employee turnover. Constituent forces involve an employee's relationships with and attachment to individuals or groups within the organization. Reichers (1985) theorized that employees become committed to constituents within an organization, separate from commitment to the organization itself, which is supported by empirical effects on turnover cognitions (e.g., Graen, Liden & Hoel, 1982; Krackhardt & Porter, 1986). Normative forces involve an employee's perceptions of what important individuals (e.g., colleagues, supervisors, family) expect him/her to do with respect to turnover behavior. If the individual believes the expectations of others are important, such normative expectations may exert even stronger impact on turnover intentions than work attitudes (Hom, Katerberg & Hulin, 1979; Prestholdt et al., 1987). Constituent and normative forces that embed employees within their organizations are not directly assessed within the traditional turnover model (Mobley, 1977), but a social network perspective permits assessment of the importance of both constituent and normative motives in predicting turnover intent.

Social network analysis typically takes a social capital theory approach to understand the importance of social ties, (e.g., Coleman, 1990). In this view, ties to other people within the organization provide access to resources that make employees feel more "attached" to the organization. That is, social capital is regarded to be "both the different network structures that facilitate or impede access to social resources and the nature of the social resources embedded in the network" (Seibert, Kraimer, & Liden, 2001, p. 221). In other words, interpersonal relationships are assumed to create value for

individual employees (Coleman, 1990); such as advancing one's career, increasing performance, and improving tacit knowledge (Seibert et al., 2001; Wayne, Liden, Kraimer, & Graf, 1999). This view of resource accumulation and preservation is consistent with Conservation of Resource theory (Hobfoll, 1989). If an individual was to leave his/her job or organization, he/she may no longer have access to their current workplace ties and the social capital embedded within them; thus, creating an attachment (constituent force) to individuals and the organization. For example, if an individual has a positive mentor relationship with his/her supervisor, that relationship and the resources associated with the mentor relationship would be lost if individual exited the organization. Thus, characteristics of high-quality social relations enmesh individuals within a relational web at work, making them less susceptible to forces that could dislodge them from their jobs.

Beyond providing social capital, social relationships are also a source of social influence (Cross & Prusak, 2002). Social network researchers have shown that employee values, attitudes, and perceptions are, in part, the product of the employee's interaction with other employees (Gibbons, 2004; Umphress, Labianca, Brass, Kass, & Scholten, 2003). Morrison (2002) and Bryant (2005) found that employees turn to peers for information on organizational norms and values. Informal information exchange with coworkers shapes a focal employee's organization-related attitude and opinion because it results in exposure to the coworkers' beliefs about organizational events, policies, and procedures (Bordia, Jones, Gallois, Callan, & DiFonzo, 2006). As a source of social influence (in addition to resources; Holtom & Inderrieden, 2006), having these social ties

increases the likelihood that an individual will remain part of the organization in order to continue sharing resources (normative force; Borgatti, Mehra, Brass, & Labianca, 2009).

Drawing from social capital and social influence theory (Coleman, 1990; Feeley & Barnett, 1997), I extend social network research by incorporating network antecedents reflecting social tie content (instrumental and expressive), strength, structure (network range and status), and influence (normative pressure to stay and link defection) (Feeley, 2000; Hom & Xiao, 2011; Maertz & Campion, 2004). The following sections introduce and examine the value of social relationships at work with accompanying hypotheses (Table 2). I begin by detailing how the content and strength of social ties can contribute to turnover intentions, and continue by examining the role that network range and status may play in predicting turnover intent. I conclude by examining how social ties at work can be used as information in deciding to quit through normative pressure to stay, and link defection (Feeley & Barnett, 1997; Fishbein & Ajzen, 1975).

### 1.3.1 Network Content

Mitchell and colleagues (2001, p. 1104) suggest that "certain ties may be more important than others" and understanding the nature of the resources that flow through an individual's network is important for assessing the value provided by different social relationships. Social network researchers classify (or measure) ties on the basis of their content, and two types of tie content studied in organizations are instrumental and expressive ties (Lincoln & Miller, 1979). There are additional social tie content typologies, including Podolny and Baron's (1997) five typology, but even those five types of social ties fall along two dimensions: (1) ties used to transmit information and

resources necessary to achieve a goal or task (instrumental); and (2) ties used to indicate interpersonal attraction and trust (expressive).

Instrumental ties are characterized by the exchange of work-related and professional information (Morrison, 2002). An employee's formal position is likely to restrict and structure network ties that transmit task-related information and resources; thus, instrumental ties might emerge from a formal relationship (e.g., leader-subordinate), but maintaining the ties is based on the expectation of reciprocity (Putnam, 1993). For example, if an employee helps a coworker meet a deadline that individual expects the coworker to provide task-related help in the future. Instrumental ties provide individuals with social capital as reflected in tacit knowledge, professional advice, task completion, information pertinent to the organization, and access to others (Coleman 1988; Nahapiet & Ghoshal 1998). Greater instrumental ties (or resources) have been linked to increased employee performance (Guzzo & Shea, 1992), empowerment (Spreitzer, 1996), access to information, and organizational reputation (e.g., social power; Kilduff & Krackhardt, 1994; Tsui, 1984).

In contrast, expressive ties reflect friendships and are more affect-laden. Expressive ties provide the psychosocial functions that enhance an individual's sense of competence, identity, and effectiveness in a professional role (Brass, 1984; Ibarra, 1992; Krackhardt, 1992; Podolny & Baron, 1997). Similarly to instrumental ties, expressive ties function with an expectation of reciprocity, but expressive ties are less bound by proximity (Shaw, 1981) and formal lines of communication (Brass, 1992). These ties are important conduits of social support and values (Ibarra, 1993; Lincoln & Miller, 1979), such as when friends provide counseling and companionship (Krackhardt & Stern, 1988).

Social identity theory (Tajfel & Turner 1985; Capozza & Brown 2000) suggests through the process of building friendships, sharing feelings and providing social support, an individual becomes attached to the group because of the unwillingness to lose the ties that have been developed. Indeed, research on expressive networks suggests that such ties do affect individuals' attitudes and attachment (Brass, 1995).

It is important to note that instrumental and expressive ties are not mutually exclusive, and there tends to be an overlap in the two types of connections (Borgatti & Foster, 2003). Expressive ties may even develop from instrumental ties over time as trust and friendship grow between individuals (Krackhardt & Stern, 1988). Yet even when there is some overlap, it is generally possible to talk about an individual's expressive network as distinct from his/her instrumental network (Brass, 1984; Ibarra, 1995). Morrison (2002) found 70% uniqueness in instrumental and expressive networks. The primary content of the two types of ties remains theoretically distinct; not all work colleagues are friends, and vice versa.

### 1.3.2 Network Strength

Although the boundary between instrumental and expressive ties is imprecise, the conceptual distinction is important because it illuminates how and why an ideal expressive network is configured differently than an ideal instrumental network. Specifically, expressive and instrumental networks differ in the ideal network strength.

#### 1.3.2.1 Instrumental Network Strength

Instrumental network strength is the frequency with which individuals interact with others in their networks (Morrison, 2002). According to weak ties (Granovetter, 1973) and structural holes (Burt, 1992) theories, instrumental networks are most valuable

with large, diverse, and non-redundant informational contacts. In other words, it is argued that a person reaps informational benefits by having a network of numerous people who are not themselves highly interconnected (Burt, 1992; Podolny & Baron, 1997). This combination of large size and an absence of network density implies that sources of information will be diverse or unique (Burt, 1992). In these types of networks, ties are often "weak," meaning that the ties represent relationships involving relatively low intimacy and infrequent contact (Granovetter, 1973; Ng & Chow, 2005). Another approach, social resources theory, suggests that it is not the weakness of a tie, but the fact that such ties are more likely to reach someone with the type of resource required to fulfill an individual's instrumental objectives (Lin, Ensel, & Vaughn, 1981).

However, Hansen (1999) found that weak ties are not effective in transferring complex information. Strong ties are necessary to provide others with incentives (e.g., norms of reciprocity) required to assist in transferring complex knowledge. The characteristics of strong ties—frequent interaction, an extended history among those involved, a mutual confiding (Granovetter, 1973)—should promote knowledge diffusion. Additionally, weak ties affect access to information (Coleman, 1990), for example, information quality can deteriorate farther from the focal individual (e.g., secondhand information, hearing from a friend of a friend). Coleman (1990) also argued that strong ties facilitate sanctions that make it less risky for people in the network to trust one another; thus information flows freer and individuals can acquire more instrumental resources (Lin, Cook, & Burt, 2001), such as task help (Chiaburu & Harrison, 2008). Researchers now suggest an optimal mix of weak and strong instrumental ties is needed

(Fang, Duffy, & Shaw, 2011; Hansen, 1999); namely, weak ties prevent non-redundancy while strong ties provide incentives for others to share information and advice.

1.3.2.2 Expressive Network Strength

Expressive network strength is the perceived closeness of an individual to others in his/her network (i.e., intimacy, friendship; Morrison, 2002). Strong ties are essential in the development and maintenance of expressive ties. Social capital scholars have long argued that tie strength expands the amount and accessibility of expressive assets (Lin, Cook, & Burt, 2001). Morrison (2002) argued a dense, redundant network of ties is often a prerequisite for internalizing a clear set of expectations and values and developing the trust from others that is necessary to access more protective resources (e.g., political aid, sensitive information, etc.). Additionally, Podolny and Baron (1997) and Ibarra (1995) proposed that for a network to provide social support and a sense of identity and belonging, it should be a network of strong or close-knit relationships. Feeley et al. (2008) provide empirical support that expressive ties to organizational members reinforce staying with an organization and reduce turnover ($r$ = -.17--.38; Feeley et al., 2008). I therefore propose that:

*H1: Expressive network strength is negatively related to turnover intent.*

### 1.3.3 Network Structure

Beyond the content and strength of workplace social ties, the structure of an individual's network plays an important role in the utility of organizational relationships (Morrison, 2002). The structural value of social ties for turnover intentions may be a function of two dimensions: network range and network status.

1.3.3.1 Network Range

Network range refers to the diversity of group affiliations encompassed in the network (Morrison, 2002). An individual with a network of social ties to members from across the organization, including departments and business units different than his/her own has greater network range. Network range is suggested to consist of weak ties because expending the require time and energy beyond the required work flow interactions and immediate work groups to develop strong ties is unlikely (Granovetter, 1973). Therefore, according to weak ties theory (Granovetter, 1973), high network range provides both useful, non-redundant information and the potential access to information and resources from diverse subgroups (for instance, individuals from different units within the organization; Burt, 1992; Campbell, Marsden, & Hurlbert, 1986; Granovetter, 1973). Thus, network contacts that extend beyond team members and supervisor—subordinate relationships are argued to be informative and beneficial (Blau & Alba, 1982; Brass, 1984).

*1.3.3.1.1 Instrumental Network Range*

Instrumental network range reduces intent to turnover by increasing access to information and resources. In a sample of MBA school alumni, Seibert et al. (2001) found greater network range positively relates to access to information ($r$ = .19) and likelihood of promotion ($r$ = .18). Consistent with Hobfoll (1989), individuals desire to preserve and acquire resources. Staying at their organization would achieve this outcome by maintaining their network and association with diverse subgroups supplying non-redundant information and resources. No research to date has assessed the network range—turnover intent relationship, but Morrison (2002) found in sample of 235 accountants individuals' experience greater organizational commitment ($r$ = .23) and

social integration ($r$ = .19) with a higher instrumental network range, suggesting an increase in organizational attachment. Accordingly, individuals with diverse workplace networks are posited to be less likely to intend to leave the organization because of greater informational access and organizational commitment. Therefore, I propose that:

*H2: Instrumental network range is negatively related to turnover intent.*

*1.3.3.1.2 Expressive Network Range*

The relationship between expressive network range and turnover intent isn't as clear, since social identity theory and Coleman (1990) both suggest that identity, trust, and belongingness develop through strong, close-knit ties. Thus, an individual's social identity and resulting attachment might diminish with diverse connections. However, Reichers (1987) notes that attachment to individuals or groups within an organization can spread beyond that individual and group and create attachment to the entire organization. Thus, developing friendships across the organization may in fact increase organizational attachment and reduce turnover intent. Empirical findings provided by Morrison (2002) found a positive relationship between expressive network range and organization commitment ($r$ = .32), suggesting increased attachment to the organizational. Therefore, I propose that:

*H3: Expressive network range is negatively related to turnover intent.*

1.3.3.2 Network Status

Beyond reaching diverse others, a network of high-status employees is instrumentally useful (Campbell et al., 1986; Lin, 1982). Network status refers to the positions of network contacts in the relevant status hierarchy (Lin, 1982). Higher-status individuals have greater formal power, influence, and control over resources (French &

Raven, 1968). Ostroff and Kozlowski (1992) posited that individuals at higher levels in an organization are better sources of organizational knowledge and sensitive information than those at lower levels. Research also emphasizes the political advantages of a high-status networks (Ibarra, 1995), as well as the ability to observe and learn from high-level employees that may, in turn, enhance an individual's knowledge and capacity to advance. Supporting these arguments, Seibert et al. (2001) found instrumental network status is positively related to career sponsorship and likelihood for promotion.

*1.3.3.2.1 Instrumental Network Status*

The relationship between instrumental network status and turnover intent hasn't been directly examined, but supervisor- and leader-related research consistently demonstrates the value in positive relationships with high-status employees and the negative relationship with turnover intent (Eby, Allen, Evans, Ng, & DuBois, 2008; Ng & Chow, 2005). Instrumental supervisory support (i.e., task help, advice, etc.) stemming from high quality leader-member exchange serve as motivational factors for individuals to perform and remain at the organization (Graen & Uhl-Bien, 1995; Sparrowe & Liden, 2005), leading to greater employee retention (e.g., Feldman & Ng, 2007). Meta-analytic evidence provided by Ng & Sorensen (2008) 15-sample study supports the negative relationship instrumental supervisor support and turnover intent ($\rho$ = -.36). Similarly, instrumental mentoring relationships (i.e., facilitate goal attainment, task-related assistance, sponsorship, and coaching) also reduces turnover intention as supported by Eby et al.'s (2013) 12-study meta-analytic assessment ($\rho$ = -.24). Therefore, I propose that:

*H4: Instrumental network status is significantly negatively related to turnover intent.*

*1.3.3.2.2 Expressive Network Status*

Much like instrumental network status, even though the relationship between expressive network status and turnover intent hasn't been directly assessed, psychosocial leader-related research suggests a negative relationship. Psychosocial mentoring (i.e., counseling, unconditional acceptance, encouragement, and role modeling) enhances a protégé's perception of competence and facilitates personal and emotional development (Kram, 1985; Nakkula & Harris, 2005; Spencer, 2007; Tenenbaum, Crosby, & Gliner, 2001), which lead to lower turnover intentions ($\rho$ = -.13; Eby et al., 2013). Furthermore, the affective or emotional evaluation of leader-subordinate relationship (leader relationship quality) negatively relates to turnover intent ($\rho$ = -.24; Ng & Sorensen, 2008) suggesting closeness with and affection for higher-status employees reduce turnover intent. Therefore, I propose that:

*H5: Expressive network status is negatively related to turnover intent.*

**1.3.4 Normative Pressure to Stay**

Although Mitchell and Lee (2001) suggest that the "sheer number of links put pressure on the individual to stay" (p. 217), theories about normative control of action recognize that ties are differentially influential (given their varying reward, referent, or expert power) and can issue unequal—and even opposing—demands (Fishbein & Ajzen, 2005; Hom, Mitchell, Lee, & Griffeth, 2012; Maertz & Griffeth, 2004; Westaby, 2005). Based on Ajzen's (1991) theory of planned behavior, an individual's intent and behavior is influenced by the judgment or expectations of others (e.g., parents, spouse, friends, and supervisor). Normative pressure to stay refers to an employee's perceptions of what organizational ties expect him/her to do with respect to turnover behavior (Zagenczyk,

Gibney, Murrell, & Boss, 2008). However, for these perceived expectations to influence the employee, he/she must be motivated to comply with these expectations (Fishbein & Ajzen, 1975). Compared to most common decisions, employment decisions have a high potential impact on the lives of family, friends, and colleagues outside the organization, as such, individuals are more likely to seek and consider others opinions (Ramesh & Gelfand, 2010).

Prestholdt et al. (1987) argued that referent pressures can shape decisions to separate from employment. Janis (1982) demonstrated that when individuals are feeling pressure, they are reluctant to break the consensus of a group. Thus, an individual's behavior and attitude can be substantially influenced by his/her membership in social groups, in particular, by the norms of the social group (Siegel & Siegel, 1957). Normative expectations affect turnover intent when emanating from strong expressive ties because individuals conform to social pressures when affiliated with a group (Ajzen, 1991; Ajzen & Fishbein, 1980). Additionally, when quit decisions are risky or uncertain employees often consult respected advisors to advice on about whether or not they should leave (Burt, 1997; Higgins & Thomas, 2001; Moynihan & Pandey, 2008). Empirical evidence provided by van Dam (2008, 2009) supports the negative relationship between normative pressure to stay and intent to turnover ($r$ = -.30) and intent to retire ($r$ = -.41). Accordingly, normative pressure to stay from both expressive and instrumental ties is expected to shape turnover intent (Ajzen & Fishbein, 1980; Friedkin, 2001). I propose that:

*H6: Instrumental normative pressure to stay is negatively related to turnover intent.*

*H7: Expressive normative pressure to stay is negatively related to turnover intent.*

#### 1.3.3.1 Spousal Pressure

Beyond the normative pressure stemming from social ties within the workplace, research has consistently demonstrated the impact of normative pressure from spousal or partner expectations (Van Breukelen, Van der Vlist, & Steensma, 2004; van Dam, Van der Vorst, & Van der Heijden, 2009). Spousal pressure refers to an employee's perceptions of what his/her spouse or significant other expects him/her to do with respect to turnover behavior (van Breukelen et al., 2004). There is growing evidence that suggests the decision to quit is a joint one, between employees and their spouses or significant others (Smith & Moen, 1998, 2004). When employees' decisions to stay or quit can jeopardize family well-being or spousal careers, family members can have disproportional say on those decisions (Ramesh & Gelfand, 2010). For example, expatriates' families may urge them to return home (Tharenou & Caulfield, 2010) or employees' spouses can urge them to reject jobs elsewhere so that spouses can remain in their job (Shauman, 2010). Empirical evidence provided by van Breukelen et al. (2004) and van Dam (2009) supports the negative relationship between spousal pressure and intent to turnover ($r$ = -.53) and intent to retire ($r$ = -.65). Therefore, I propose that:

*H8: Spousal or partner normative pressure to stay is negatively related to turnover intent.*

### 1.3.5 Link Defection

Turnover is also a function of work-related information and cues from others. Informational social influence refers to the influence to accept information obtained from another as evidence about reality (Zagenczyk, Gibney, Murrell, & Boss, 2008). Social information processing theory suggests that individuals seek out social cues from the

external environment in order to interpret events, formulate opinions, and make better sense of the world (Weick, Sutcliffe, & Obstfeld, 2005). Salancik and Pfeffer (1978) suggest social comparisons and information-seeking are especially likely to be made in novel, risky, or ambiguous situations (Festinger, 1954; Tesser, Campbell, & Mickler, 1983; Wooten & Reed, 1998). Given that high levels of risk and uncertainty often characterize turnover (Steel, 2002); employees are likely to be more inclined to look to others when evaluating whether to seek alternative employment.

As discussed earlier, Feeley & Barnett (1997) suggest that turnover may simply be a function of the number of direct links one has with leavers of the organization. Link defection is the perceived likelihood that organizational ties are going to leave the organization. Krackhardt and Porter (1986) explain that "if one were to leave, the second is likely to view that leaving as relevant information for him or herself" (p. 51). These leavers influence the individuals with whom they have direct contact through either modeling exiting behaviors or directly communicating their intentions to depart. Leavers' search or leaving actions can thus emit social cues signaling that turnover is appropriate and legitimate (Bamberger & Biron, 2007; Felps, Mitchell, Hekman, Lee, Holtom, & Harman, 2009; Ng & Feldman, 2013). Exiting coworkers may urge others to quit (Bartunek, Huang, & Walsh, 2008; Mowday, Porter, & Steers, 1982) or to join them in other workplaces (Hom & Xiao, 2011). Kilduff (1990) argued individuals tend to make career decisions that are similar to those of their friends. Rice (1993) even suggests that critical decisions and behaviors at work are determined, in large part, by the salience of job information provided by significant peers at work, and less importance is given to the

actual characteristics of the job. Feeley and Barnett (1997) provide mild support for the positive relationship between direct links with leavers and turnover ($r$ = .20).

Additionally to the social information perspective, the loss of network members can reduce the available resources of an individual's network (Halbesleben, 2006). Exiting superiors may bring along favored subordinates or entire teams reducing the social capital remaining at the current organization (Groysberg & Abrahams, 2006). Ng and Feldman (2013) argued that employees seeing supervisors leaving become less embedded in their jobs. Roberts and O'Reilly (1979) posited when social ties leave and their inherent resources end, employees' satisfaction and view of the future expected utility of their job relative to other jobs lessens, reducing their desire to remain at the organization. Therefore, I propose that:

*H9: Instrumental link defection is positively related to turnover intent.*

*H10: Expressive link defection is positively related to turnover intent.*

### 1.3.6 Egocentric Network versus Organizational Links

As discussed, network relationships should significantly related to turnover intent through multiple mechanisms, including additional resources, friendship, and normative pressure (e.g., Groysberg & Abrahams, 2006). However, does the inclusion of network relationships provide additional variance in predicting turnover intent compared to other social relations models? Thus, this study compared two independent models: (1) the network relationships and (2) organizational links. As mentioned above, organizational links are assessed in terms of the number of relations (i.e., coworkers, committees, and teams) aggregated with tenure-related questions (i.e., position and organization tenure), and without regard to the quality or content of the social relation. The relationship

between organizational links and turnover intent is weak ($r$ = -.11--.27; Mallol, Holtom, & Lee, 2007; Mitchell et al., 2001; Ramesh & Gelfand, 2010) and the underlying drivers of that connection are unclear.

The four items addressing number of coworkers, teams, and committees an individual interacts with or is part of is similar to network size or the raw number of individuals part of one's workplace network (Surra & Milardo, 1991). Mitchell et al. (2001) propose this raw number of social ties creates a web of social relations that tightly bounds the individual to the organization. A variety of research streams suggest that work team members and colleagues apply normative pressure (forming the web or net) on fellow employees to stay on the job (Maertz, Stevens, Campion, & Fernandez, 1996; Prestholdt, Lane, & Mathews, 1987). From a resource perspective, network size is seen as a valuable resource increasing available and useful information, as well as greater social support (Ostgaard & Birley 1994). But, researchers suggest the high number of social ties may result in overload and even conflicting requests from coworkers, leading to stress and possible reduced organizational attachment (Kim, Price, Mueller, & Watson, 1996). Even Mitchell et al. (2001) noted "being highly embedded at work might lead to work–family role conflicts, and such conflicts might result in turnover" (p. 117). Additionally, as social identity theory states, a sense of belongingness and trust is fostered from a dense, close network of individuals, not a large, vast network (Tajfel & Turner 1985). Feeley, Hwang, and Barnett (2008) found that neither the number of links with friends, nor the number of network links with peers, were significantly associated with turnover.

The other three items of organizational links are: organizational tenure, the length of the current job position, and industrial experience (i.e., the length of working time in

an industry). Meta-analytic evidence supports that organizational tenure is negatively-related to turnover (Griffeth, Hom, & Gaertner, 2000; Maertz & Campion, 1998) and newcomer socialization research suggests individuals with lower tenure are more likely to leave than longer tenured employees (Gregg & Wadsworth, 1995). Thus, the relationship between organizational links and turnover intent may be driven by employee tenure.

This combination of distinct concepts within the operationalization of organizational links makes interpretation difficult and forecasting a relationship with turnover intent unclear. However, the social relations discussed above may provide more information when evaluating individuals' intent to leave. As suggested, incorporating numerous characteristics of a relationship, including content, strength, range, status, and the normative pressure of these relationships may provide valuable information, including resources, social support, and political advantage, about why an employee would intent to leave. Therefore, I propose that:

*H11: The egocentric network model adds variance in predicting turnover intent beyond the traditional turnover model.*

### 1.3.7 Summary

Drawing from social capital and social influence theories (Coleman, 1990; Feeley & Barnett, 1997), I posit that relationships at work and spousal pressure will exhibit direct effects on an individual's turnover intent. Beyond the predictive validity of traditional turnover measures (i.e., job satisfaction, organizational commitment, and perceived job alternatives) I expect expressive network strength to negatively relate to turnover intent. Instrumental and expressive network range and status are also expected

to negatively relate to turnover intent (Ng & Sorensen, 2008; Rockstuhl et al., 2012) based on social capital provided by organizational ties from non-redundant, diverse subgroups and high-status employees (Burt, 1992; Lin, 1982). Based on social influence theory, I expect instrumental and expressive normative pressure to stay to negatively relate to turnover intent through the need to meet the expectations of significant others, whereas instrumental and expressive link defection will positively relate to turnover intent because departing individuals provide relevant information about the quality of the organization (Feeley, 2000; Hom & Xiao, 2011). Lastly, due to the risky nature and pervasive impact of leaving an organization, I expect spousal pressure to negatively relate to turnover intent (Ramesh & Gelfand, 2010). Overall, I expect network relationships to provide additional variance in predicting turnover intent.

### 1.4 Mediation – Traditional Turnover Theory

Beyond understanding why people stay or leave by delineating social relationships, how social relationships shape organizational membership as causal mechanisms underlying their influence remain poorly understood (Feeley et al., 2008; Mitchell et al., 2001; Mossholder et al., 2005). Prevailing theories of social relations focus on how social ties directly affect turnover intent, leaving out potential intervening processes. Yet other theories and findings suggest that job attitudes and normative commitment are likely mediators. For example, social capital researchers observe that strong supervisory or coworker ties strengthen job attitudes by channeling resources to incumbents helping them assimilate, succeed, or manage stress (DeConinck, 2011; Feeley, 2000; Morrison, 2002). Additionally, normative obligation can emanate from attachment to individuals or groups (Burt, 1997; Higgins & Thomas, 2001; Hom & Xiao,

2011). To address such neglected mediation, I examine whether job satisfaction, affective commitment, and normative commitment partially mediate relational effects.

### 1.4.1 Job Satisfaction and Affective Commitment Mediation

Apart from direct effects, an alternative direct and mediated model (Figure 3) suggests that organizational ties affect turnover intent indirectly via intervening pathways. I propose incumbents possessing strong expressive ties derive more expressive resources. In turn, greater job resources increases needs-supplies and demands-abilities job fit and boosts job attitudes, including job satisfaction and affective commitment (Kristof-Brown, Zimmerman, & Johnson, 2005). Coworker and leadership studies affirm this reasoning, finding that strong coworker and leader attachments are associated with more positive job attitudes (Friedman & Holtom, 2002; Higgins & Thomas, 2001). Moreover, close workplace friends provide more and timelier expressive resources leading to greater resource gain (Lee & Ashforth, 1996). Losing these strong expressive ties can have the opposite effect on job satisfaction and affective commitment (Demerouti, Bakker, & Bulters, 2004). Thus, leadership and social support research suggest that job satisfaction and affective commitment mediate the effect of expressive network strength on turnover intent. Therefore, I propose that:

*H12: Affective commitment and job satisfaction mediate the effect of expressive network strength on turnover intent.*

Aside from network strength, job satisfaction and affective commitment may mediate the relationships of instrumental and expressive network range and status. As noted, socializing with work colleagues is expected to generate an emotional attachment to an individual's organization. Of particular importance, high-status employees play a key

role. Leaders help set a group or team identification (Riketta, 2005) that embeds an individual with a team or organization identity. When individuals become a part of the in-group that social identity increases satisfaction and commitment (Feather & Rauter, 2004). Furthermore, high-status employees possess the authority and influence to provide social support beyond organizational boundaries (Halbesleben, 2006). Having the ability to provide boundaryless resources can relieve employee demands and instill confidence, which promote positive attitudes (Wolff and Moser, 2010). Supervisor- and leader-related research support these claims through the positive association of supervisor support, leader-member exchange, and mentoring with job satisfaction and affective commitment (Eby et al., 2013; Rockstuhl et al., 2012; Zagenczyk & Murrell, 2009). Therefore, I propose that:

*H13: Affective commitment and job satisfaction mediate the effects of expressive and instrumental network status on turnover intent.*

Additionally, experiencing diverse organizational ties encourages satisfaction with and commitment to the organization, not just the individual or work group connection (Blau & Alba, 1982; Reichers, 1985). Empirical support provided by Morrison (2002) found both expressive and instrumental network range were positively related to affective commitment. Therefore, I posit that:

*H14: Affective commitment and job satisfaction mediate the effects of expressive and instrumental network range on turnover intent.*

### 1.4.2 Normative Commitment Mediation

Normative commitment constitutes another pathway through which social relationships influence turnover intent. This mediation is implicit in embeddedness and

turnover writings that claim that employees having many links face stronger loyalty demands (Blegen, Mueller, & Price, 1988; Mitchell & Lee, 2001; Price & Mueller, 1986). Reichers (1985) argued that pressure to stay from groups, teams and other individuals at work could contribute to overall commitment. An individual's sense of obligation can be substantially influenced by his/her membership in social groups, in particular, if salient individuals urge him or her to stay (Siegel & Siegel, 1957). Thus, normative commitment can develop through colleagues or supervisors expressing expectations of the employee to stay. Empirical findings provided by Becker, Randall, and Riegal (1995) and Chen, Lu, Wang, Zhao, & Li (2013) support the positive relationship between subjective norms and normative commitment. Therefore, I propose that:

*H15: Normative commitment mediates the effects of expressive and instrumental normative pressure to stay on turnover intent.*

In opposition to normative pressure to stay, link defection may decrease normative commitment. As mentioned, defecting workplace ties may persuade incumbents to leave (Bartunek, Huang, & Walsh, 2008; Mowday, Porter, & Steers, 1982) or to join them in other workplaces (Hom & Xiao, 2011), reducing normative commitment. Similarly, departing individuals may signal to stayers that current organizational standards may suffer (Ng & Feldman, 2013), reducing the individual's obligation to stay. Empirical findings by Maertz, Griffeth, Campbell, and Allen (2007) and He, Lai, and Lu (2011) demonstrate positive relationships between supervisor and coworker support and normative commitment, which suggest a loss of coworker and/or supervisor resources would reduce normative commitment. Therefore, I propose that:

*H16: Normative commitment mediates the effects of expressive and instrumental link defection on turnover intent.*

### 1.4.3 Summary

The proposed study examines an expanded array of social relations and conventional antecedents of turnover intent. Apart from deepening insight into the forces that affect turnover intentions by delineating social relationships, this direct and mediated model clarifies how social relations shape organizational participation as causal mechanisms underlying their influence (Feeley et al., 2008; Mitchell et al., 2001; Mossholder et al., 2005). Prevailing theories of job embeddedness and network erosion focus on how social relations directly affect turnover intent, leaving out potential intervening processes. Yet other theories and findings suggest that job satisfaction, affective commitment, and normative commitment are likely mediators. The proposed study addresses such neglected mediation and evaluates whether job satisfaction, affective commitment, and normative commitment mediate relational effects. To test my broader perspective on workplace social relations, I will use an ego-network to assess employees' perception of their personal workplace network.

# CHAPTER 2
# METHOD

## 2.1 Study Overview

The study consisted of two independent samples to identify the value of social relations compared to a current model of relationships at work, job embeddedness subfacet organizational links. For Sample 1 (egocentric network sample), I tested a direct and mediated effects model (shown in Figure 3) of a United States full-time employed sample (multiple industries; e.g., financial services, manufacturing, etc.) using Likert-type measures and social network methodologies. Ego-net methodology (egocentric network) assesses an individual's unique set of social contacts and reliably measures employees' direct contacts (Walker, Wasserman, & Wellman, 1993). Studies of egocentric networks are not intended to provide an overall description of the social structure within an organization, which whole-network methodology better captures (i.e., network centrality; Mehra, Kilduff & Brass, 2001). Instead, egocentric networks are useful for understanding how a person's unique web of contacts (his/her ego-centered "universe" or personal network) relates to variables at the individual level of analysis, such as perceptions, attitudes, and behaviors (Walker, Wasserman, & Wellman, 1993). Sample 2 consists of the same sample characteristics, measures, and procedures as Sample 1, but with job embeddedness replacing the egocentric network measures.

## 2.2 Procedure

For both samples, data collection was accomplished using Mechanical Turk, which allows members to build customizable surveys within the structure of the online platform. To ensure that participants have sufficient experience within the work

environment and long enough tenure to develop workplace relationships, participants were required to be between 25 and 55 years of age, and to be working full-time and have greater than 6 months tenure in their current jobs. Participants had to be employed by an organization with more than 50 employees and the work must have involved at least 20 hours per week of face-to-face or in office work (i.e., teleworkers) to ensure each participant's network is not constrained simply by a lack of opportunity. Participants had to be married or living with a partner to be able to complete spousal/partner pressure measures. Additionally, participants had to be proficient with the English language, have normal or corrected to normal vision, work in the United States, and have a working Mechanical Turk account.

Both samples were posted on Mechanical Turk's "Hit" page, where interested members (workers) can find the survey and complete it if they decide to participate. Prior to starting the survey participants completed a qualification test to screen out participants who did not meet the inclusion criteria. Upon completion of the qualification test, qualified participants were given access to complete the survey. Individuals who participated in the online surveys read and completed the informed consent form, followed by a battery of demographic information, job attitudes, egocentric social network (job embeddedness for Sample 2), and turnover intent measures. Two versions of each survey were posted for counterbalancing purposes. One version started with predictor variables (e.g., job satisfaction, organizational commitment, etc.) and ended with turnover-related outcomes. The second version was reversed, starting with turnover-related outcomes and ending with predictor variables. There was a one hour time limit to

complete the survey. Participants were compensated $1.00 through Mechanical Turk at the completion of the survey. Complete survey content is presented in the appendices.

### 2.3 Participants

Data collection yielded 350 participants for Sample 1 and 263 participants for Sample 2.

For Sample 1, nine participants were removed for incomplete data. To detect inattentive responses (e.g., to answer without reading the question) among the participants, four items with a clear correct answer were included (see Appendix H). Participants who choose an incorrect answer were assumed to be responding carelessly (Meade & Craig, 2012). The frequency of responses for four bogus items were calculated to flag inattentive responders. Twelve participants were flagged (if not agree or strongly agree) for at least one bogus item and their data was further investigated for errors (e.g., straight-lining, outliers, and missing data). Of the twelve participants, only eight participants were removed because of inconsistent responding. Seven dummy coded variables incorporating reverse-scored items were used to identify potential acquiescent responders. For example, individuals scoring > 60 on a 12-item scale using standard scoring for two reverse-scored items were evaluated on a more in-depth case-case basis for potential exclusion. This way, individuals would have had to indicate at least a 5 on the 6-point Likert-type scale across all items in order to be detected. From this dummy code procedure, ten participants were further examined for similar acquiescent responding across all items in the survey. From this further case examination, four of these participants were identified as acquiescent responders and so were excluded from subsequent analyses. After standardizing both predictor and criterion scores, an additional

eight participants were identified as statistical outliers (+/- 3.0 SD from the mean). These eight participants were further examined for legitimacy of their extreme scores by checking against entry error and motivated misreporting (Osborne and Overbay, 2004). Two of the eight outliers were identified as legitimate, based on their marginal outlier qualification and relative standing on other measures (< 1SD from the mean). Six participants, however, were identified as motivated misreporters and were excluded from further analyses. Lastly, the time of completion for the survey was calculated and participants with either fast or slow completion times (± 3 SDs of mean completion time) were flagged. Six participants were flagged and their data further investigated for errors. Of the six participants, only five participants were removed because of inconsistent responding.

Following data cleaning, the final Sample 1 was comprised of 186 males (58.5%) and 132 females (41.5%) (N = 318). Mean age of Sample 1 was 34.1 years old (SD = 6.19 years). Ethnicity, education, and marital status of Sample 1 are displayed in Table 3.

Table 3.

*Demographics Sample 1 (Egocentric)*

| Variable | Frequency | Percentage |
|---|---|---|
| Gender | | |
| *Male* | 186 | 58.5 |
| *Female* | 132 | 41.5 |
| Ethnicity | | |
| *Caucasian* | 268 | 84.3 |
| *Asian* | 11 | 3.5 |
| *African American* | 16 | 5.0 |
| *Hispanic* | 14 | 4.4 |
| Education Level | | |
| *High School* | 14 | 4.4 |
| *Some College, No Degree* | 55 | 17.3 |
| *Associate Degree* | 36 | 11.3 |
| *Bachelor Degree* | 132 | 41.5 |
| *Graduate Degree* | 81 | 25.5 |
| Marital Status | | |

Table 3 (continued).

| | | |
|---|---|---|
| *Married or Living with Partner* | 278 | 87.4 |
| *Single and Divorced* | 12 | 3.8 |
| *Not Married, but in a Relationship* | 28 | 8.8 |
| Children | | |
| *Yes* | 171 | 53.8 |
| *No* | 147 | 46.2 |
| Income | | |
| *Less than $26,000* | 29 | 9.1 |
| *$26,000-50,000* | 111 | 34.9 |
| *$51,000-75,000* | 114 | 35.8 |
| *$76,000-100,000* | 37 | 11.6 |
| *$101,000-125,000* | 16 | 5.0 |
| *$126,000+* | 11 | 3.5 |

For Sample 2, three participants were removed for incomplete data. The frequency of responses for four bogus items were calculated to flag inattentive responders. Twelve participants were flagged for at least one bogus item and their data was further investigated for errors. Of the twelve participants, only six participants were removed because of inconsistent responding. Seven dummy coded variables incorporating reverse-scored items were used to identify potential acquiescent responders. From this dummy code procedure, ten participants were further examined for similar acquiescent responding across all items in the survey. From this further case examination, five of these participants were identified as acquiescent responders and so were excluded from subsequent analyses. After standardizing both predictor and criterion scores, an additional eleven participants were identified as statistical outliers (+/- 3.0 SD from the mean). These eleven participants were further examined for legitimacy of their extreme scores by checking against entry error and motivated misreporting (Osborne and Overbay, 2004). Three of the eleven outliers were identified as legitimate, based on their marginal outlier qualification and relative standing on other measures (< 1SD from the

mean). Eight participants, however, were identified as motivated misreporters and were excluded from further analyses. Lastly, the time of completion for the survey was calculated and participants with either fast or slow completion times (± 3 SDs of mean completion time) were flagged. Ten participants were flagged and their data further investigated for. Of the eleven participants, only six participants were removed because of inconsistent responding.

Following data cleaning, Sample 2 was comprised of 143 males (60.9%) and 92 females (39.1%) (N = 235). Mean age of Sample 2 was 34.0 years old (SD = 5.94 years). Ethnicity, education, and marital status of Sample 2 are displayed in Table 4.

Table 4.

*Demographics Sample 2 (Job Embeddedness)*

| Variable | Frequency | Percentage |
|---|---|---|
| Gender | | |
| *Male* | 143 | 60.9 |
| *Female* | 92 | 39.1 |
| Ethnicity | | |
| *Caucasian* | 193 | 82.1 |
| *Asian* | 12 | 5.1 |
| *African American* | 11 | 4.7 |
| *Hispanic* | 16 | 6.8 |
| Education Level | | |
| *High School* | 9 | 3.8 |
| *Some College, No Degree* | 40 | 17.0 |
| *Associate Degree* | 30 | 12.8 |
| *Bachelor Degree* | 103 | 43.8 |
| *Graduate Degree* | 53 | 22.6 |
| Marital Status | | |
| *Married or Living with Partner* | 206 | 87.6 |
| *Single and Divorced* | 9 | 3.8 |
| *Not Married, but in a Relationship* | 20 | 8.5 |
| Children | | |
| *Yes* | 130 | 55.3 |
| *No* | 105 | 44.7 |
| Income | | |
| *Less than $26,000* | 16 | 6.8 |
| *$26,000-50,000* | 89 | 37.9 |

Table 4 (continued).

| | | |
|---|---|---|
| *$51,000-75,000* | 74 | 31.5 |
| *$76,000-100,000* | 34 | 14.5 |
| *$101,000-125,000* | 13 | 5.5 |
| *$126,000+* | 9 | 3.8 |

The following demographic characteristics were compared between the Sample 1 and Sample 2: (1) Age ($t$ = .231, $p$ = .591), (2) Gender ($z$ = .568, $p$ = .570), (3) Ethnicity ($z$ = .713, $p$ = .477), (4) Education ($t$ = .204, $p$ = .581), (5) Income ($t$ = .707, $p$ = .240), and (6) Marital Status ($z$ = .070, $p$ = .944). The examination of demographic differences between the two samples showed no significant differences between any demographic variables.

## 2.4 Measures: Samples 1 and 2

### 2.4.1 Demographic and Work Information

Participants were asked to provide demographic and work experience information. Demographic information included age, gender, highest education completed, marital status, children in the home, salary, and ethnicity. Work experience included current job title, tenure at organization, tenure in current position, and occupational category. Items are provided in Appendix B.

### 2.4.2 Traditional Turnover Theory

In keeping with traditional turnover measures (Lee et al., 2004; Mitchell et al., 2001) the following measures were included. *Organizational commitment* was measured with the three components of Meyer, Allen, & Smith (1993) six-item versions of the organizational commitment scale (Meyer & Allen, 1991). Participants were asked to indicate their agreement with each item, using a 6-point Likert-type scale, ranging from (1) Strongly Disagree to (6) Strongly Agree. A sample item from each component

includes: “I really feel as if this organization's problems are my own,” (affective) “this organization deserves my loyalty,” (normative), and “right now, staying with my organization is a matter of necessity as much as desire” (continuance). Three items of each commitment subscale were reverse coded. The three components achieved internal consistency reliabilities of α = .92-.93 (affective), α = .91-.92 (normative), and α = .79-83 (continuance). Possible values ranged from 1 to 6 for each measure. Observed values in the both samples were from 1 to 6. The full measure is provided in Appendix C.

*Job satisfaction* was measured with three scales from the Abridged Job Descriptive Index (aJDI; Ironson, Smith, Brannick, Gibson, & Paul, 1989). The 8-item *Abridged Job in General subtest* (JIG; Ironson, Smith, Brannick, Gibson, & Paul, 1989) was used to assess overall or general job satisfaction. For this scale, participants were instructed to indicate how well each item describes their current job by selecting yes (3 points), no (0 points), or cannot decide (?; 1 point) for each item. A sample item included “how well does each of the following words or phrases describe… Enjoyable.” Three items were reverse coded. The measure achieved an internal consistency reliability of α = .89-.90. Possible values ranged from 0 to 3. Observed values in the both samples were from 0 to 3. The full measure is provided in Appendix C.

Supervisor and coworker satisfaction were included because of the potential overlap of between social relation constructs (which assess relationships with individuals at work) and satisfaction with individuals at work. The 6-item *Abridged Supervisor subtest* (Ironson, Smith, Brannick, Gibson, & Paul, 1989) was used to assess participants’ perceptions of the supervision they receive at work. For this scale, participants were instructed to indicate how well each item describes their supervisor by selecting yes (3

points), no (0 points), or cannot decide (?; 1 point) for each item. A sample item included "how well does each of the following words or phrases describe… Tactful." One item was reverse coded. The measure achieved an internal consistency reliability of α = .80-.81. Possible values ranged from 0 to 3. Observed values in the both samples were from 0 to 3. The full measure is provided in Appendix C.

The 6-item *Abridged Coworker subtest* (Ironson, Smith, Brannick, Gibson, & Paul, 1989) was used to assess participants' perceptions of their satisfaction with their coworkers. For this scale, participants were instructed to indicate how well each item describes their coworkers by selecting yes (3 points), no (0 points), or cannot decide (?; 1 point) for each item. A sample item included "how well does each of the following words or phrases describe… Boring." Four items were reverse coded. The measure achieved an internal consistency reliability of α = .83 (same for Sample 1 and 2). Possible values ranged from 0 to 3. Observed values in the both samples were from 0 to 3. The full measure is provided in Appendix C.

*Perceived job alternatives* was measured with three items. Two items were from Lee and Mowday (1987) and one item from Price and Mueller (1986) (Ramesh & Gelfand, 2010). Using this 3-item measure, Ramesh and Gelfand (2010) found a positive relationship with turnover intent ($r$ = .58). Participants were asked to indicate their agreement with each item, using a 6-point Likert-type scale, ranging from (1) Strongly Disagree to (6) Strongly Agree. A sample item includes "There are many jobs available similar to mine." The measure achieved an internal consistency reliability of α = .85-.88. Possible values ranged from 1 to 6. Observed values in the both samples were from 1 to 6. The full measure is provided in Appendix C.

### 2.4.3 Personality

The following personality measures were included to separate predictor and outcome measures in survey completion as well as because research demonstrates these select traits may effect an individual's willingness to seek out network members (e.g., Bowling, Beehr, & Swader, 2005; Hudson, Roberts, & Lodi-Smith, 2012).

*Extraversion* was measured with the 8-item extraversion subfacet of the Big Five Inventory (BFI; Donahue & Kentle, 1991). Participants were asked to indicate their agreement with each item, using a 6-point Likert-type scale, ranging from (1) Strongly Disagree to (6) Strongly Agree. A sample item includes "I am someone who is talkative." Three items were reverse coded. The measure achieved an internal consistency reliability of $\alpha$ = .90-.92. Possible values ranged from 1 to 6. Observed values in the both samples were from 1 to 6. The full measure is provided in Appendix G.

*Self-esteem* was measured with the 10-item Rosenberg Self-Esteem Scale (Rosenberg, 1965). Participants were asked to indicate their agreement with each item, using a 6-point Likert-type scale, ranging from (1) Strongly Disagree to (6) Strongly Agree. A sample item includes "I feel that I have a number of good qualities." Five items were reverse coded. The measure achieved an internal consistency reliability of $\alpha$ = .92-.93. Possible values ranged from 1 to 6. Observed values in the both samples were from 1.5 to 6. The full measure is provided in Appendix G.

*Achievement motivation* was measured with the 16-item Personal Mastery subscale of the Motivational Trait Questionnaire (MTQ; Heggestad & Kanfer, 2000). Participants were asked to indicate their agreement with each item, using a 6-point Likert-type scale, ranging from (1) Very Untrue of Me to (6) Very True of Me. A sample

item includes “When I become interested a task, I try to learn as much about it as I can.” Two items were reverse coded. The measure achieved an internal consistency reliability of α = .93 (same for Sample 1 and 2). Possible values ranged from 1 to 6. Observed values in Sample 1 were 2.56 to 6 and 2.88 to 6 for Sample 2. The full measure is provided in Appendix G.

*Affiliation* was measured with the 5-item Affiliation subscale of the Needs Assessment Questionnaire (Heckert et al., 1999). Participants were asked to indicate their agreement with each item, using a 6-point Likert-type scale, ranging from (1) Strongly Disagree to (6) Strongly Agree. A sample item includes “I spend a lot of time talking to other people.” Two items were reverse coded. The measure achieved an internal consistency reliability of α = .85-.86. Possible values ranged from 1 to 6. Observed values in the both samples were from 1 to 6. The full measure is provided in Appendix G.

### 2.4.4 Spousal Pressure

*Spousal pressure to stay* was assessed with two items developed by van Breukelen et al. (2004). Respondents were asked to indicate “To what extent does your spouse, partner, or significant other think you should remain employed by your current organization” (1 = “not at all” to 4 = wants you to stay very much) and “What importance do you attach to your partner's opinion on the decision to stay employed by your current organization?” (1 = very unimportant; 5 = very important) (van Breukelen et al., 2004). The scores on these two questions were multiplied (Smetana & Adler, 1980). Possible values ranged from 1 to 30. Observed values in the both samples were from 1 to 30. The full measure is provided in Appendix E.

### 2.4.5 Turnover Intent

*Turnover intentions* was measured with a 5-item scale (Crossley, Grauer, Lin, & Stanton, 2002) that was designed to avoid content overlap with measures of job search and job attitudes (Tett & Meyer, 1993). Participants were asked to indicate their agreement with each item, using a 7-point Likert-type scale, ranging from (1) Strongly Disagree to (7) Strongly Agree. A sample item includes "I intend to leave this organization soon." One item was reverse coded. The measure achieved an internal consistency reliability of $\alpha$ = .94-.95. Possible values ranged from 1 to 7. Observed values in the both samples were from 1 to 7. The full measure is provided in Appendix D.

### 2.4.6 Other Turnover Outcomes

Additional turnover-related outcomes were included to support the effects of social relations on turnover-related outcomes beyond turnover intent. Turnover likelihood and turnover salary were two locally developed measures that assessed participants willingness to leave their current organization. *Turnover likelihood* asked participants what was the likelihood they would leave their job at four different time points in the future: six months, one year, two years, and five years. The higher the likelihood, the more willing the participants would be to leave their job. Each time point was distinct and used as a separate outcome. Possible values ranged from 1 to 11 for each time point. Observed values in the both samples were from 1 to 11 for each time point. Additionally, the participants were asked how confident they were in this rating. *Turnover salary* asked participants how much of a percent increase in salary would it take for them to leave their current job. The higher the percent increase indicates participants are less likely to leave their job. Possible values ranged from 1 to 7. Observed values in the both samples were from 1 to 7. The full measures are provided in Appendix D.

### 2.4.7 Bogus Items

Concerns have been raised with regard to the accountability of data from online survey administrations due to the lack of personalization and the unproctored setting (Johnson, 2005). To detect inattentive responses (e.g., to answer without reading the question) among the participants, four items with a clear correct answer were included (e.g., “I am using a computer or tablet currently”; “I never work with other people”; I am currently employed full-time”). Participants who choose an incorrect answer were assumed to be responding carelessly (Meade & Craig, 2012). Two items were inserted prior to completing network measures (or job embeddedness) and the other two items were placed after the network (or job embeddedness) measures. The items are provided in Appendix H.

## 2.5 Measures: Sample 1

### 2.5.1 Instrumental Network Variables

*Instrumental network variables* were assessed by first asking participants to list the first name and first initial of last name (e.g., Mike D.) of all “people at your organization who have been regular and valuable sources of job-related or firm-related information for you” (Ibarra, 1995; Podolny & Baron, 1997). Participants could list up to twelve people. The number twelve was chosen on the basis of Morrison’s (2002) pre-testing, which indicated twelve was a sufficient number of selections. The number of individuals (or alters) listed was the *instrumental network size*. After writing the first name and first initial of last name, the participants ("ego") responded to a set of questions for each of the listed persons. To assess *instrumental network status*, participants were asked to indicate the hierarchical position of each alter within the organization (i.e., 1 =

below one's level; 2 = equal to one's level; 3 = above one's level; 4 = above-supervisory level) (Morrison, 2002). Status was the average hierarchical level of the network members. Possible values ranged from 1 to 4. Observed values in the current sample were from 1 to 4. To assess *instrumental network range*, participants were asked to indicate each individual's (alter's) function (i.e., 1 = same job function; 2 = different job function) (Morrison, 2002). Range was the job function of the network members. Possible values ranged from 1 to 2. Observed values in the current sample were from 1 to 2. To assess *instrumental network strength*, participants estimated the average frequency with which they talk or exchange information with each alter (1 = "daily"; 2 = "a few times a week"; 3 = "3-5 times a month"; 4 = "once or twice a month"; 5 = "less than once a month") (Morrison, 2002). Strength was the average frequency of interacting with the network members. Possible values ranged from 1 to 5. Observed values in the current sample were from 1.5 to 5. Following Kirschenbaum and Weisberg (2002), based on their interactions with the alters participants judged the prospects that each alter in their network will quit in the near future, using a 6-point likelihood scale, ranging from (1) Very Unlikely to (6) Very Likely, to assess *instrumental link defection*. These ratings were averaged. Possible values ranged from 1 to 6. Observed values in the current sample were from 1 to 6. To assess *instrumental normative pressure to stay*, based on their interactions with the alters participants rated, "To what extent does X think you should remain employed by your current organization" (1 = "not at all" to 4 = wants you to stay very much; van Breukelen et al., 2004). These ratings were averaged. Possible values ranged from 1 to 4. Observed values in the current sample were from 1 to 4. Full measure descriptives are displayed in Table 5 and full measure content are provided in Appendix E.

### 2.5.2 Expressive Network Variables

*Expressive network variables* were assessed by asking participants to list the initials of all "people at organization who you consider to be friends, that is, people whom you might choose to see socially outside of work or when you are not working together" (Ibarra, 1995; Podolny & Baron, 1997). Participants could list up to twelve people. The number twelve was chosen on the basis of Morrison's (2002) pre-testing, which indicated twelve was a sufficient number of selections. There was some overlap with the instrumental network list as the two networks are not mutually exclusive (Morrison, 2002). The number of individuals (or alters) listed was the *expressive network size*. After writing initials, the participants ("ego") responded to a set of questions for each of the listed persons. To assess *expressive network status*, participants were asked to indicate the hierarchical position of each alter within the organization (i.e., 1 = below one's level; 2 = equal to one's level; 3 = above one's level; 4 = above-supervisory level) (Morrison, 2002). Status was the average hierarchical level of the network members. Possible values ranged from 1 to 4. Observed values in the current sample were from 1 to 4. To assess *expressive network range*, participants were asked to indicate alter's function (i.e., 1 = same job function; 2 = different job function) (Morrison, 2002). Range was the average job function of the network members. Possible values ranged from 1 to 2. Observed values in the current sample were from 1 to 2. To assess *expressive network strength*, participants were asked to indicate the closeness they feel to each alter (1 = very close, 2 = close, 3 = friendly, but not close, 4 = not close) (Morrison, 2002). Strength was the average closeness with the network members. Possible values ranged from 1 to 4. Observed values in the current sample were from 1 to 4. Following Kirschenbaum and

Weisberg (2002), based on their interactions with the alters participants judged the prospects that each subject in their network will quit in the near future, using a 6-point likelihood scale, ranging from (1) Very Unlikely to (6) Very Likely, to assess *expressive link defection*. These ratings were averaged. Possible values ranged from 1 to 6. Observed values in the current sample were from 1 to 6. To assess *expressive normative pressure to stay*, based on their interactions with the alters participants rated, "To what extent does X think you should remain employed by your current organization" (1 = "not at all" to 4 = wants you to stay very much; van Breukelen et al., 2004). These ratings were averaged. Possible values ranged from 1 to 4. Observed values in the current sample were from 1 to 4. Full measure descriptives are displayed in Table 5 and full measure content are provided in Appendix E.

## 2.6 Measures: Sample 2

### 2.6.1 Job Embeddedness

Composite organizational (or on-the-job embeddedness) embeddedness and global job embeddedness were both measured. *Composite organizational embeddedness* was measured with the three factor 26-item measure developed by Mitchell et al. (2001). The *Organizational Fit* subfactor was measured with the 9-item subscale that asked participants to indicate their agreement with each item, using a 6-point Likert-type scale, ranging from (1) Strongly Disagree to (6) Strongly Agree. A sample item includes "My job utilizes my skills and talents well." The measure achieved an internal consistency reliability of $\alpha = .93$. Possible values ranged from 1 to 6. Observed values in the current sample were from 1 to 6. The full measure is provided in Appendix F.

The *Organizational Sacrifice* subfactor was measured with the 10-item subscale that asked participants to indicate their agreement with each item, using a 6-point Likert-type scale, ranging from (1) Strongly Disagree to (6) Strongly Agree. A sample item includes "The perks on this job are outstanding." The measure achieved an internal consistency reliability of $\alpha = .91$. Possible values ranged from 1 to 6. Observed values in the current sample were from 1 to 6. The full measure is provided in Appendix F.

The *Organizational Links* subfactor was measured with the 7-item subscale that asked participants to respond to series of biodata questions pertaining to tenure and number of coworkers. Two sample items include "How long have you worked for this company?" and "How many coworkers do you interact with regularly?" Possible values ranged from -3 to 3. Observed values in the current sample were from -0.83 to 2.69. The full measure is provided in Appendix F.

*Global Job Embeddedness* was measured with the 7-item Global Job Embeddedness Scale designed by Crossley et al. (2007) that was built to mimic the relationships measured with the composite measure, but with reflective items (compared to a formative model) and shorter overall measure. Participants were asked to indicate their agreement with each item, using a 6-point Likert-type scale, ranging from (1) Strongly Disagree to (6) Strongly Agree. A sample item includes "I feel attached to this organization." One item was reverse coded. The measure achieved an internal consistency reliability of $\alpha = .93$. Possible values ranged from 1 to 6. Observed values in the current sample were from 1 to 6. The full measure is provided in Appendix F.

## 2.7 Analysis Overview

Demographic and work information items was evaluated to confirm participants were properly qualified to participate. Correlation coefficients were computed between predictor variables to check the validity of responses. General job satisfaction was positively related to supervisor satisfaction ($r$ = .56 and $r$ = .54, for Sample 1 and Sample 2, respectively) and negatively related to turnover intent ($r$ = -.73 and $r$ = -.73, for Sample 1 and Sample 2, respectively). Extraversion was positively related to affiliation ($r$ = .69 and $r$ = .69, for Sample 1 and Sample 2, respectively). Additionally, the names and background information (status and range) for the individuals within each network were compared to ensure that the two networks were not identical. The instrumental and expressive network demonstrated 32% overlap (i.e., same name in instrumental and expressive network) or 68% uniqueness which is similar to previous studies (70% uniqueness; Morrison, 2002) and suggests the two networks were distinct.

### 2.7.1 Social Relations Model

Four models using Sample 1 investigated the relationships between social relations, job attitudes, and turnover intent. I examined the strength, direction and significance of path estimates, amount of variance accounted for ($R^2$) in turnover intent, and overall model fit. The four models tested were: (a) the traditional turnover model [Figure 1], (b) the direct effects model (Model 1) [Figure 2], (c) the direct and mediated effects models (partial mediation by job satisfaction, affective commitment, and normative commitment; Model 2) [Figure 3], and (d) the full mediation model (fully mediated by job satisfaction, affective commitment, and normative commitment; Model 3) [Figure 4] predicting turnover intent.

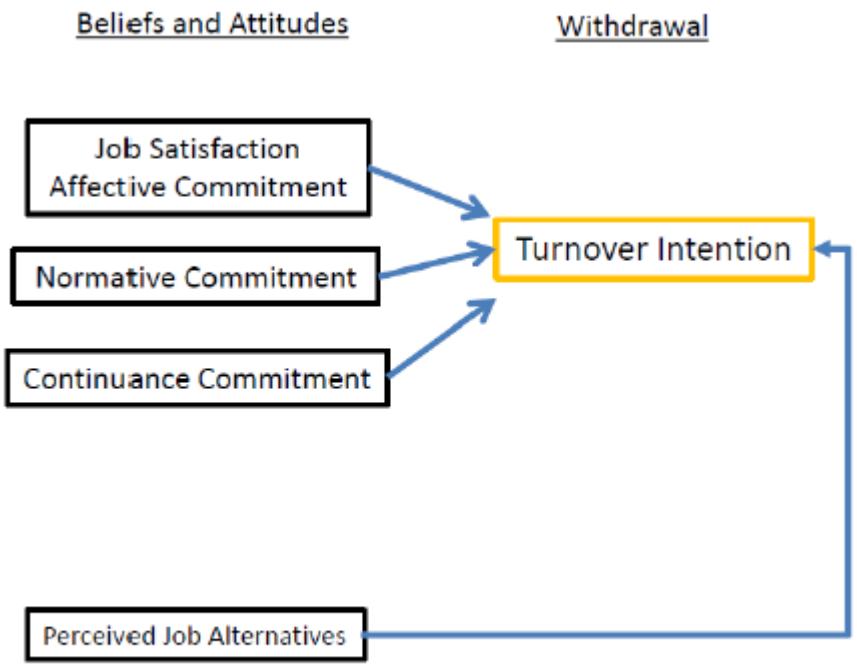


Figure 1.
*Traditional Turnover Model Predicting Turnover Intent*

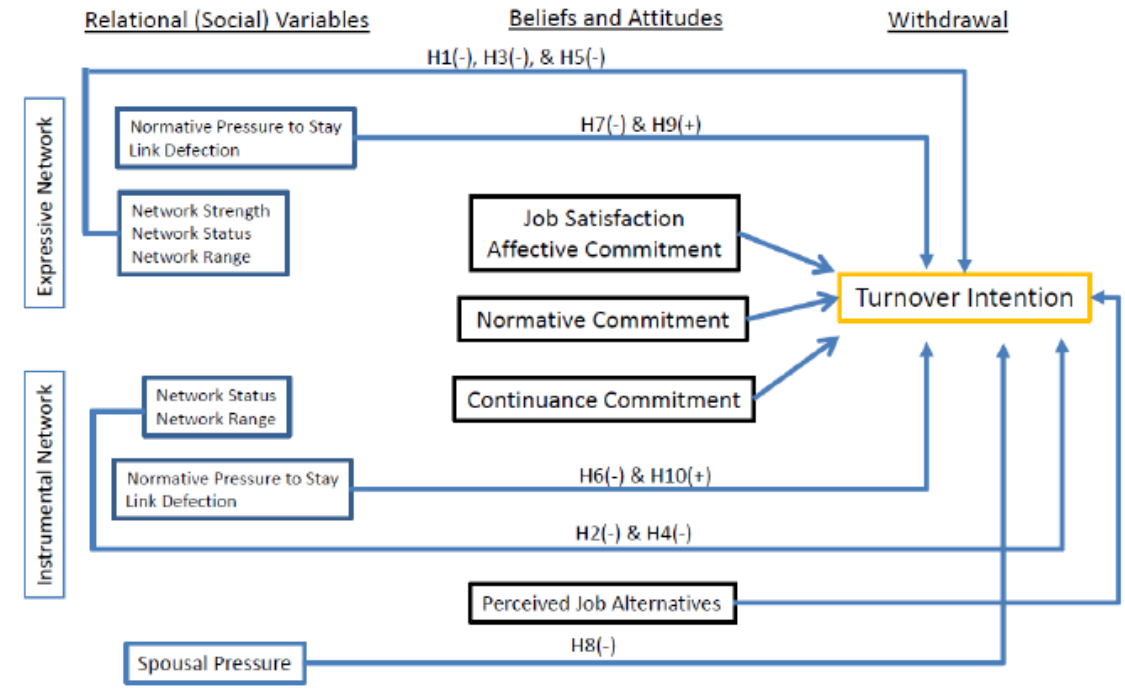


Figure 2.
*Direct Effects Model Predicting Turnover Intent*

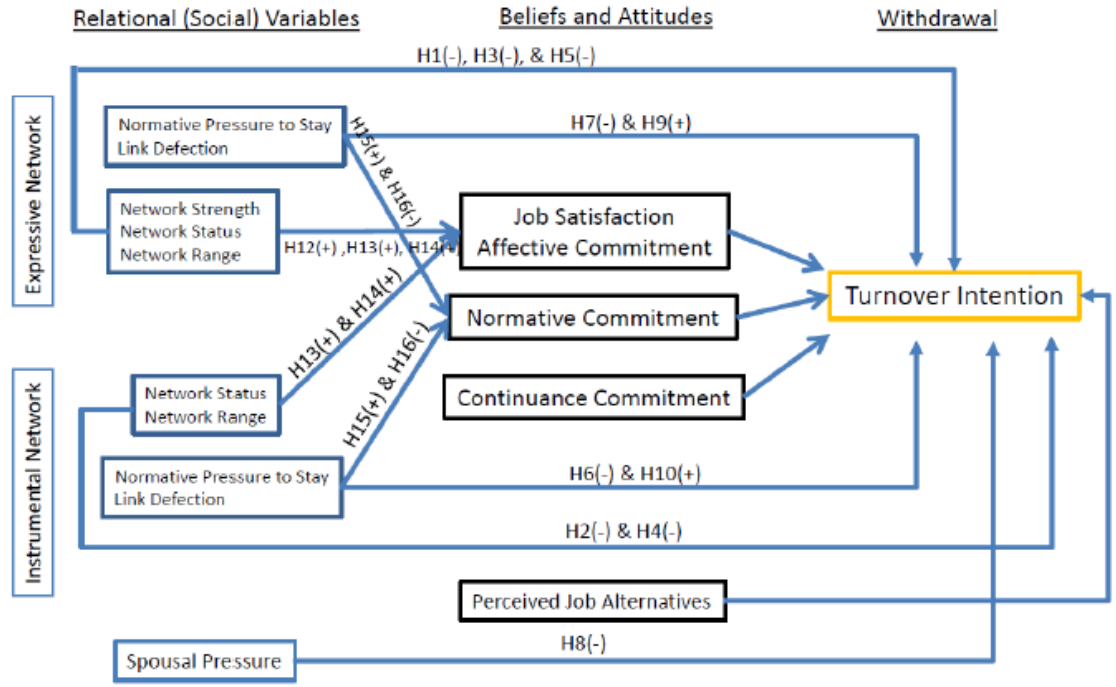


Figure 3.
*Direct and Mediated Effects Model Predicting Turnover Intent*

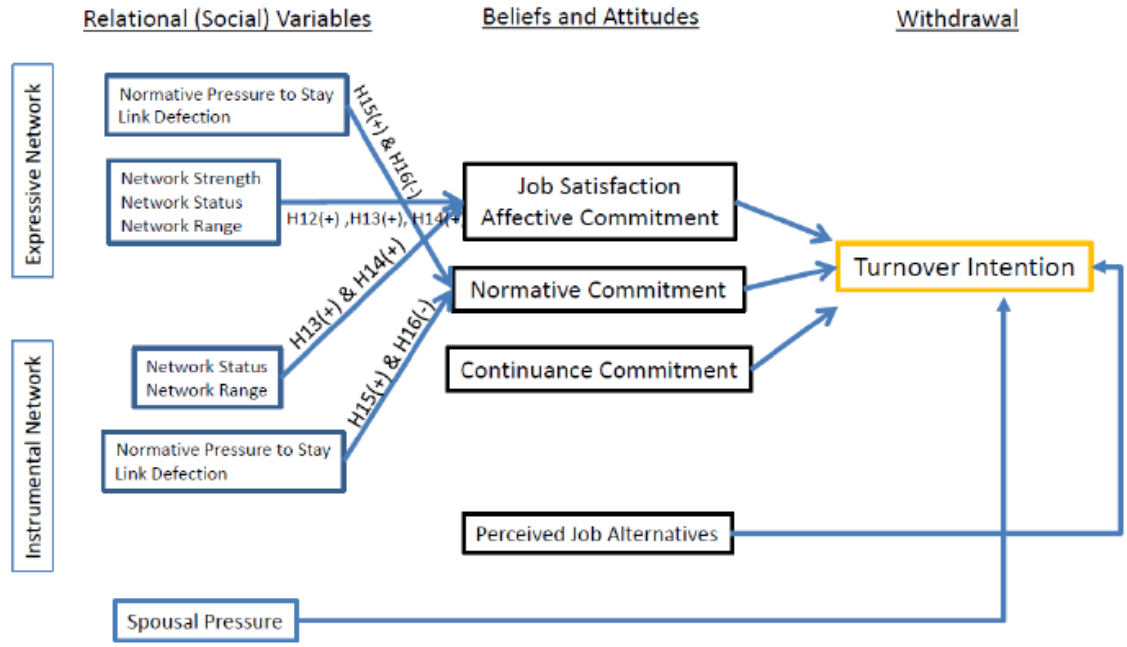


Figure 4.
*Fully Mediated Model Predicting Turnover Intent*

The traditional turnover model was tested first to specify the direct effects of job satisfaction, organizational commitment, and perceived job alternatives on turnover intent and to provide a baseline of $R^2$ in predicting turnover intent before the addition of social relations (Figure 1). The direct effects model specified direct relationships between social relations and turnover intent. The model examined the strength, direction, and significance of parameter estimates to test hypotheses 1-10 (Table 2). (Figure 2 displays hypotheses 1-10). The direct and mediated effects model specified direct (on turnover intent) and indirect effects of expressive network strength, network status, and network range through job attitudes (job satisfaction and affective commitment) and normative pressure to stay and link defection through normative commitment. The model examined the strength, direction, and significance of parameter estimates to test hypotheses 12-16 (Table 2 and shown in Figure 3). I also tested a fourth model that presumed "complete mediation" of network variables by job satisfaction and organizational commitment. For

this model, I specified null direct paths for Model 3 (see Figure 4). Because the Models 2 and 3 are nested models, I compared their $\chi^2$s to assess their statistical difference (Kline, 2011).

Table 2.

*Proposed Study Hypotheses*

| Variable | Direct Effect | Indirect Effect |
|---|---|---|
| **Network Strength** | | |
| Expressive | H1: Negative | H12: Positive on affective commitment and job satisfaction |
| **Network Status** | | |
| Expressive | H5: Negative | H13: Positive on affective commitment and job satisfaction |
| Instrumental | H4: Negative | H13: Positive on affective commitment and job satisfaction |
| **Network Range** | | |
| Expressive | H3: Negative | H14: Positive on affective commitment and job satisfaction |
| Instrumental | H2: Negative | H14: Positive on affective commitment and job satisfaction |
| **Normative Pressure to Stay** | | |
| Expressive | H7: Negative | H15: Positive on normative commitment |
| Instrumental | H6: Negative | H15: Positive on normative commitment |
| **Link Defection** | | |
| Expressive | H9: Positive | H16: Negative on normative commitment |
| Instrumental | H10: Positive | H16: Negative on normative commitment |
| **Spousal Pressure** | H8: Negative | |
| **Egocentric Network** | H11: Positive | |

An additional model, "best fitting" model, relying on the fit indices and the strength and significance of parameter estimates was created to maximize $R^2$ in predicting turnover intent and model fit while seeking parsimony (Model 4). Model fit indices and parameter direction, significance, and strength were examined. Model 4 was then tested for "complete mediation" of social relations variables by job satisfaction and organizational commitment by specifying null direct paths for Model 4 (Model 5).

Because the Models 4 and 5 are nested models, I compared their $\chi^2$s to assess their statistical difference (Kline, 2011).

Following Preacher and Hayes (2008), Models 2-4 allow residuals associated with mediators to co-vary to account for exogenous sources of mediator covariance. Otherwise, specifications of uncorrelated residuals in multiple mediation models assume (implausibly) that the "covariances among the mediators are completely explained by their mutual dependency" on modeled causes (Preacher & Hayes, 2008; p. 882). To test indirect effects in the multiple mediation Models 2 and 4, I used bootstrapping to compute 95% confidence intervals.

I used robust maximum likelihood to assess turnover intent models to handle nonnormal data (Byrne, 2012) and full information maximum likelihood to analyze missing data (which lower bias and improve statistical power relative to conventional methods; Enders, 2001; Graham, 2009) with Mplus (Muthén & Muthén, 2012). To evaluate overall model fit, I reviewed the comparative fit index (CFI), the Root-Mean-Square Error of Approximation (RMSEA), and standardized root mean square residual (SRMR) of each model. CFIs exceeding .90 indicate adequate fit (Hu & Bentler, 1999). RMSEA of less than .05 indicate close fit, values between .05 and .08 indicate reasonable fit, and values between .08 and .10 indicate mediocre fit (Bryne, 2012). SRMR values less than .10 signal good fit (Kline, 2011).

### 2.7.2 Organizational Links Comparison

I tested three total models to compare the $R^2$ in predicting turnover intent between one social relations model and two organizational links model. Using Sample 1, I evaluated the $R^2$ of the traditional model (i.e., job satisfaction, three organizational

commitment components, and perceived job alternatives) plus the nine hypothesized social relations at work in predicting turnover intent (i.e., Model 1 without spousal pressure) (Hypothesis 11). Using Sample 2, I evaluated the $R^2$ of two separate models in predicting turnover intent: (1) the traditional model plus the 7-item organizational link measure and (2) the traditional model plus the 4-item organizational link measure without the three tenure-related items. Additionally, I examined the direction, significance, and strength of the direct effects of the full 7-item and 4-item organizational links measures in predicting turnover intent.

### 2.7.3 Exploratory Analyses

The purpose of exploratory analyses were twofold: (1) to examine the moderating effect of organizational tenure on the relationships between social relations and turnover intent and (2) to assess the "best fitting" model's (Model 4) consistency of model fit and the three significant social relations direct effects in predicting additional turnover-related outcomes.

#### 2.7.3.1 Moderator Analyses

I investigated organizational tenure as a moderator of the significant social relations—turnover intent relationships of Model 4 (i.e., instrumental normative pressure to stay, expressive link defection, and instrumental strength). All variables included in an interaction were mean-centered and standardized prior to entry (Cohen, Cohen, West, & Aiken, 2003). The two variables included in an interaction were computed by multiplying them together (e.g., organizational tenure x expressive link defection). The resulting interaction term was inputted into the existing Model 4 along with the additional predictor (organizational tenure). Similar analyses were performed to assess if personality

affects the relationships between social relations and turnover intent. Four personality traits (i.e., extraversion, self-esteem, affiliation, and achievement motivation) were mean-centered and standardized prior to entry (Cohen, Cohen, West, & Aiken, 2003). Each interaction term including each trait was inputted into the existing Model 4.

2.7.3.2 Social Relations Model Consistency

I tested the parameters of Model 4 to assess if: (1) the structure of predictors fit the data similarly in predicting additional turnover-related outcomes and (2) instrumental strength, instrumental normative pressure to stay, and expressive link defection significantly predicted additional turnover-related outcomes. The parameter structure of Model 4 was tested to predict the likelihood of turnover in 6 months (Model 6), likelihood of turnover in 1 year (Model 7), likelihood of turnover in 2 years (Model 8), and likelihood of turnover in 5 years (Model 9). To evaluate the fit of the models, I reviewed the CFI, RMSEA, and SRMR. To assess the prediction of instrumental strength, instrumental normative pressure to stay, and expressive link defection I reviewed direction, significance, and strength of parameter estimates. Lastly, I attempted to maximize the $R^2$ and fit in predicting each turnover-related outcome while seeking parsimony similarly to how Model 4 was created (i.e., Models 10-13).

# CHAPTER 3
# RESULTS

Descriptive statistics and internal consistency estimates of all measures used in both samples are displayed in Table 5. Internal consistency estimates for the study measures were acceptably high for the narrow constructs measured (all $\alpha$'s $\geq .72$). Tables 6-10 report the correlations between all study variables for both Sample 1 and 2. The results section reports standardized parameter estimates.

Table 5.

*Descriptive Statistics of Study Variables (Both Samples)*

| Variable | # Items | Mean 1 | Mean 2 | SD 1 | SD 2 | Median 1 | Median 2 | Min 1 | Max 1 | Min 2 | Max 2 | α |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Affective Commitment | 6 | 3.85 | 3.90 | 1.28 | 1.18 | 4.00 | 4.00 | 1.00 | 6.00 | 1.00 | 6.00 | (.93[a], .92[b]) |
| Normative Commitment | 6 | 3.53 | 3.56 | 1.27 | 1.14 | 3.67 | 3.67 | 1.00 | 6.00 | 1.00 | 6.00 | (.92, .91) |
| Continuance Commitment | 6 | 3.76 | 3.73 | 1.04 | 1.07 | 3.83 | 3.67 | 1.00 | 6.00 | 1.00 | 6.00 | (.79, .83) |
| Job Satisfaction - General | 8 | 2.33 | 2.42 | .88 | .85 | 2.63 | 2.75 | 0.00 | 3.00 | 0.00 | 3.00 | (.89, .90) |
| Supervisor Satisfaction | 6 | 2.22 | 2.30 | .91 | .87 | 2.50 | 2.50 | 0.00 | 3.00 | 0.00 | 3.00 | (.81, .80) |
| Coworker Satisfaction | 6 | 2.36 | 2.32 | .86 | .87 | 2.67 | 2.67 | 0.00 | 3.00 | 0.00 | 3.00 | (.83, .83) |
| Perceived Job Alternatives | 3 | 3.69 | 3.72 | 1.23 | 1.17 | 3.67 | 3.67 | 1.00 | 6.00 | 1.00 | 6.00 | (.85, .88) |
| Extraversion | 8 | 3.60 | 3.51 | 1.02 | 1.04 | 3.50 | 3.50 | 1.00 | 6.00 | 1.00 | 6.00 | (.90, .92) |
| Self-esteem | 10 | 4.86 | 4.90 | .87 | .91 | 5.00 | 5.00 | 1.50 | 6.00 | 1.50 | 6.00 | (.92, .93) |
| Affiliation | 5 | 3.28 | 3.38 | 1.07 | 1.03 | 3.20 | 3.40 | 1.00 | 6.00 | 1.00 | 6.00 | (.86, .85) |
| Achievement Motivation | 16 | 4.87 | 4.88 | .66 | .64 | 4.88 | 3.40 | 2.56 | 6.00 | 2.88 | 6.00 | (.93, .93) |
| Spousal Pressure | 2 | 12.59 | 12.64 | 6.42 | 6.75 | 12.00 | 12.00 | 1.00 | 30.00 | 1.00 | 30.00 | - |
| Turnover Intentions | 5 | 2.84 | 2.79 | 1.74 | 1.69 | 2.20 | 2.20 | 1.00 | 7.00 | 1.00 | 7.00 | (.95, .94) |
| Turnover Salary | 1 | 3.86 | 3.85 | 1.24 | 1.21 | 4.00 | 4.00 | 1.00 | 7.00 | 1.00 | 7.00 | - |
| Turnover 6 Months | 1 | 3.11 | 2.97 | 2.72 | 2.65 | 2.00 | 2.00 | 1.00 | 11.00 | 1.00 | 11.00 | - |
| Turnover 1 Year | 1 | 4.13 | 3.89 | 3.15 | 2.94 | 3.00 | 3.00 | 1.00 | 11.00 | 1.00 | 11.00 | - |
| Turnover 2 Years | 1 | 5.24 | 4.97 | 3.55 | 3.36 | 4.00 | 4.00 | 1.00 | 11.00 | 1.00 | 11.00 | - |
| Turnover 5 Years | 1 | 6.40 | 6.33 | 3.69 | 3.52 | 6.00 | 6.00 | 1.00 | 11.00 | 1.00 | 11.00 | - |
| Organizational Links | 7 | - | .01 | - | .54 | - | -.08 | - | - | -.83 | 2.69 | - |
| Organizational Fit | 9 | - | 4.48 | - | .93 | - | 4.67 | - | - | 1.00 | 6.00 | .93[c] |
| Organizational Sacrifice | 10 | - | 4.10 | - | .99 | - | 4.20 | - | - | 1.00 | 6.00 | .91[c] |
| Global Job Embeddedness | 7 | - | 3.71 | - | 1.16 | - | 3.71 | - | - | 1.00 | 6.00 | .93[c] |
| Instrumental Size | 1 | 4.84 | - | 2.84 | - | 4.00 | - | 1.00 | 12.00 | - | - | - |
| Instrumental Strength | 1 | 4.19 | - | .75 | - | 4.33 | - | 1.50 | 5.00 | - | - | - |
| Instrumental Status | 1 | 2.63 | - | .60 | - | 2.67 | - | 1.00 | 4.00 | - | - | - |

Table 5 (continued).

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Instrumental Range | 1 | 1.63 | - | .32 | - | 1.67 | - | 1.00 | 2.00 | - | - | - |
| Instrumental Normative Pressure | 1 | 3.33 | - | .66 | - | 3.40 | - | 1.00 | 4.00 | - | - | - |
| Instrumental Link Defection | 1 | 2.27 | - | 1.07 | - | 2.00 | - | 1.00 | 6.00 | - | - | - |
| Expressive Size | 1 | 3.10 | - | 2.05 | - | 3.00 | - | 1.00 | 12.00 | - | - | - |
| Expressive Strength | 1 | 2.69 | - | .64 | - | 2.71 | - | 1.00 | 4.00 | - | - | - |

Table 5 (continued).

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Expressive Status | 1 | 2.04 | - | .60 | - | 2.00 | - | 1.00 | 4.00 | - | - | - |
| Expressive Range | 1 | 1.50 | - | .42 | - | 1.50 | - | 1.00 | 2.00 | - | - | - |
| Expressive Normative Pressure | 1 | 3.24 | - | .79 | - | 3.25 | - | 1.00 | 4.00 | - | - | - |
| Expressive Link Defection | 1 | 2.46 | - | 1.21 | - | 2.33 | - | 1.00 | 6.00 | - | - | - |

*Note.* $N$ = 318 Sample 1; $N$ = 235 Sample 2. a = Sample 1, b = Sample 2. c = Sample 2 only. Instrumental Normative = Instrumental Normative Pressure to Stay; Expressive Normative = Expressive Normative Pressure to Stay.

Table 6.

*Sample 2 (Job Embeddedness) Correlations*

| | Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Affective Commitment | - | | | | | | | | | | |
| 2 | Normative Commitment | .77 | - | | | | | | | | | |
| 3 | Continuance Commitment | .19 | .27 | - | | | | | | | | |
| 4 | General Job Satisfaction | .72 | .60 | .14 | - | | | | | | | |
| 5 | Supervisor Satisfaction | .50 | .45 | .04 | .54 | - | | | | | | |
| 6 | Coworker Satisfaction | .38 | .34 | .00 | .43 | .51 | - | | | | | |
| 7 | Perceived Job Alternatives | .06 | .08 | -.47 | -.02 | .12 | -.01 | - | | | | |
| 8 | Extraversion | .27 | .16 | -.09 | .28 | .08 | .04 | .13 | - | | | |
| 9 | Affiliation | .31 | .23 | -.07 | .30 | .18 | .17 | .13 | .69 | - | | |
| 10 | Self-esteem | .32 | .21 | -.11 | .33 | .10 | .20 | .05 | .34 | .23 | - | |
| 11 | Achievement Motivation | .15 | .13 | -.13 | .07 | .03 | .07 | .20 | .28 | .19 | .37 | - |
| 12 | Spousal Pressure | .38 | .31 | .11 | .32 | .26 | .24 | .08 | .11 | .14 | .20 | .11 |
| 13 | Organizational Links | .14 | .12 | .09 | .10 | .01 | .00 | .00 | .10 | .11 | .02 | .02 |
| 14 | Organizational Sacrifice | .73 | .62 | .15 | .68 | .51 | .37 | .00 | .16 | .23 | .36 | .12 |
| 15 | Organizational Fit | .78 | .63 | .20 | .73 | .53 | .48 | .04 | .19 | .29 | .31 | .22 |
| 16 | Global Job Embeddedness | .80 | .79 | .42 | .57 | .40 | .27 | -.07 | .12 | .20 | .22 | .07 |
| 17 | Turnover Salary | .50 | .47 | .09 | .44 | .38 | .23 | .05 | .04 | .13 | .14 | .11 |
| 18 | Turnover Intent | -.69 | -.61 | -.22 | -.73 | -.48 | -.37 | .03 | -.15 | -.17 | -.23 | -.03 |
| 19 | Turnover 6 Months | -.45 | -.39 | -.25 | -.44 | -.30 | -.27 | .07 | -.08 | -.12 | -.13 | -.07 |
| 20 | Turnover 1 Year | -.54 | -.47 | -.25 | -.57 | -.42 | -.32 | .04 | -.08 | -.13 | -.15 | -.03 |
| 21 | Turnover 2 Years | -.57 | -.51 | -.22 | -.57 | -.44 | -.32 | .03 | -.12 | -.13 | -.17 | -.03 |
| 22 | Turnover 5 Years | -.52 | -.47 | -.18 | -.48 | -.38 | -.29 | -.01 | -.06 | -.08 | -.17 | .07 |

*Note.* $N$ =235. $-.13 \leq r \geq .13$ is significant ($p < .05$, two-tailed test).

Table 7.

*Sample 2 (Job Embeddedness) Correlations Continued*

| | Variables | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 12 | Spousal Pressure | - | | | | | | | | | | |
| 13 | Organizational Links | .09 | - | | | | | | | | | |
| 14 | Organizational Sacrifice | .35 | .19 | - | | | | | | | | |
| 15 | Organizational Fit | .40 | .14 | .76 | - | | | | | | | |
| 16 | Global Job Embeddedness | .38 | .12 | .64 | .66 | - | | | | | | |
| 17 | Turnover Salary | .33 | .02 | .38 | .44 | .50 | - | | | | | |
| 18 | Turnover Intent | -.48 | -.20 | -.61 | -.68 | -.61 | -.50 | - | | | | |
| 19 | Turnover 6 Months | -.37 | -.18 | -.43 | -.47 | -.42 | -.39 | .65 | - | | | |
| 20 | Turnover 1 Year | -.41 | -.27 | -.53 | -.55 | -.49 | -.45 | .78 | .87 | - | | |
| 21 | Turnover 2 Years | -.41 | -.31 | -.57 | -.55 | -.54 | -.48 | .76 | .75 | .90 | - | |
| 22 | Turnover 5 Years | -.34 | -.30 | -.53 | -.49 | -.50 | -.45 | ..68 | .56 | .73 | .89 | - |

*Note.* $N$ =235. $-.13 \leq r \geq .13$ is significant ($p < .05$, two-tailed test).

Table 8.

*Sample 1 (Egocentric Network) Correlations*

| | Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Affective Commitment | - | | | | | | | | | |
| 2 | Normative Commitment | .78 | - | | | | | | | | |
| 3 | Continuance Commitment | .09 | .24 | - | | | | | | | |
| 4 | General Job Satisfaction | .71 | .64 | .08 | - | | | | | | |
| 5 | Supervisor Satisfaction | .49 | .46 | .01 | .56 | - | | | | | |
| 6 | Coworker Satisfaction | .46 | .41 | .04 | .47 | .47 | - | | | | |
| 7 | Perceived Job Alternatives | .08 | .13 | -.36 | .07 | .13 | -.01 | - | | | |
| 8 | Extraversion | .26 | .21 | .02 | .23 | .03 | .07 | .07 | - | | |
| 9 | Affiliation | .33 | .30 | -.02 | .30 | .13 | .22 | .13 | .69 | - | |
| 10 | Self-esteem | .34 | .25 | -.11 | .32 | .21 | .22 | .07 | .32 | .28 | - |
| 11 | Achievement Motivation | .10 | .09 | -.08 | .11 | .00 | .04 | .11 | .28 | .16 | .31 |
| 12 | Spousal Pressure | .39 | .43 | .11 | .37 | .36 | .28 | .03 | .08 | .08 | .17 |
| 13 | Instrumental Size | .27 | .22 | .00 | .13 | .09 | .09 | .03 | .09 | .21 | .03 |
| 14 | Instrumental Strength | -.06 | -.02 | -.08 | -.08 | -.04 | -.09 | .141 | .08 | .06 | .02 |
| 15 | Instrumental Status | -.11 | -.06 | .03 | -.02 | .08 | .05 | -.03 | -.11 | -.10 | -.17 |
| 16 | Instrumental Range | -.07 | -.05 | .12 | -.07 | -.04 | -.03 | -.19 | .02 | -.10 | -.08 |
| 17 | Instrumental Normative Pressure | .49 | .45 | .03 | .47 | .37 | .22 | .12 | .08 | .16 | .16 |
| 18 | Instrumental Link Defection | -.35 | -.35 | -.03 | -.37 | -.38 | -.20 | -.02 | .05 | -.07 | -.07 |
| 19 | Expressive Size | .32 | .22 | .01 | .18 | .17 | .17 | .03 | .11 | .26 | .02 |
| 20 | Expressive Strength | .24 | .17 | -.05 | .17 | .17 | .14 | .21 | .14 | .24 | .08 |
| 21 | Expressive Status | -.01 | .02 | .04 | .01 | .16 | -.03 | .06 | -.08 | -.04 | -.07 |
| 22 | Expressive Range | .07 | .07 | .11 | -.04 | .06 | .05 | -.11 | .02 | -.01 | -.02 |
| 23 | Expressive Normative Pressure | .52 | .44 | .07 | .40 | .32 | .30 | .12 | .11 | .18 | .21 |
| 24 | Expressive Link Defection | -.35 | -.30 | -.01 | -.31 | -.23 | -.25 | -.04 | .04 | -.05 | -.18 |
| 25 | Turnover Salary | .46 | .49 | .04 | .43 | .37 | .27 | .14 | .07 | .09 | .27 |

Table 8 (continued).

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 26 | Turnover Intent | -.69 | -.65 | -.13 | -.73 | -.50 | -.42 | -.06 | -.14 | -.17 | -.30 |
| 27 | Turnover 6 Months | -.50 | -.45 | -.19 | -.54 | -.39 | -.23 | -.04 | -.04 | -.07 | -.26 |
| 28 | Turnover 1 Year | -.60 | -.53 | -.18 | -.60 | -.42 | -.31 | -.02 | -.07 | -.12 | -.30 |
| 29 | Turnover 2 Years | -.62 | -.58 | -.14 | -.61 | -.46 | -.38 | -.02 | -.09 | -.11 | -.34 |
| 30 | Turnover 5 Years | -.58 | -.55 | -.12 | -.54 | -.41 | -.36 | .00 | -.07 | -.10 | -.33 |

*Note.* $N$ =318. $-.11 \leq r \geq .11$ is significant ($p < .05$, two-tailed test). Instrumental Normative = Instrumental Normative Pressure to Stay; Expressive Normative = Expressive Normative Pressure to Stay.

Table 9.

*Sample 1 (Egocentric Network) Correlations Continued*

| | Variables | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 11 | Achievement Motivation | - | | | | | | | | | |
| 12 | Spousal Pressure | .02 | - | | | | | | | | |
| 13 | Instrumental Size | .12 | .02 | - | | | | | | | |
| 14 | Instrumental Strength | .13 | -.03 | -.11 | - | | | | | | |
| 15 | Instrumental Status | -.10 | .05 | -.29 | -.23 | - | | | | | |
| 16 | Instrumental Range | -.02 | .05 | -.08 | -.15 | .18 | - | | | | |
| 17 | Instrumental Normative Pressure | .17 | .31 | .14 | .03 | .01 | -.03 | - | | | |
| 18 | Instrumental Link Defection | -.01 | -.30 | -.04 | .11 | -.22 | -.04 | -.41 | - | | |
| 19 | Expressive Size | .10 | .07 | .54 | -.11 | -.12 | -.06 | .13 | -.13 | - | |
| 20 | Expressive Strength | .16 | .10 | .09 | .15 | -.05 | -.16 | .03 | -.03 | .19 | - |
| 21 | Expressive Status | .06 | .08 | .01 | .09 | .26 | -.11 | .06 | .00 | -.01 | .16 |
| 22 | Expressive Range | -.09 | .16 | .13 | .06 | -.12 | .43 | -.03 | -.02 | .09 | .01 |
| 23 | Expressive Normative Pressure | .17 | .30 | .23 | -.05 | -.14 | -.10 | .64 | -.28 | .19 | .21 |
| 24 | Expressive Link Defection | -.05 | -.27 | -.05 | .07 | -.01 | .11 | -.40 | .59 | -.12 | .01 |
| 25 | Turnover Salary | .08 | .23 | .05 | .01 | -.06 | -.01 | .37 | -.25 | .10 | .12 |
| 26 | Turnover Intent | -.06 | -.47 | -.12 | .13 | -.03 | .01 | -.51 | .42 | -.17 | -.14 |
| 27 | Turnover 6 Months | .08 | -.30 | -.05 | .13 | -.04 | -.12 | -.42 | .38 | -.11 | -.02 |
| 28 | Turnover 1 Year | -.05 | -.35 | -.09 | .09 | .03 | -.07 | -.46 | .37 | -.14 | -.06 |
| 29 | Turnover 2 Years | -.02 | -.41 | -.07 | .05 | .06 | -.02 | -.47 | .39 | -.15 | -.10 |
| 30 | Turnover 5 Years | .00 | -.41 | -.09 | .06 | .09 | .02 | -.43 | .36 | -.17 | -.10 |

*Note.* $N$ =318. $-.11 \leq r \geq .11$ is significant ($p < .05$, two-tailed test). Instrumental Normative = Instrumental Normative Pressure to Stay; Expressive Normative = Expressive Normative Pressure to Stay

Table 10.

*Sample 1 (Egocentric Network) Correlations Continued*

| | Variables | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 21 | Expressive Status | - | | | | | | | | | |
| 22 | Expressive Range | -.02 | - | | | | | | | | |
| 23 | Expressive Normative Pressure | .08 | .07 | - | | | | | | | |
| 24 | Expressive Link Defection | -.06 | -.04 | -.38 | - | | | | | | |
| 25 | Turnover Salary | .00 | .03 | .35 | -.30 | - | | | | | |
| 26 | Turnover Intent | -.01 | -.04 | -.47 | .41 | -.48 | - | | | | |
| 27 | Turnover 6 Months | .04 | -.08 | -.36 | .34 | -.42 | .68 | - | | | |
| 28 | Turnover 1 Year | .04 | -10 | -.44 | .35 | -.47 | .78 | .87 | - | | |
| 29 | Turnover 2 Years | .03 | -.07 | -.45 | .38 | -.51 | .81 | .69 | .88 | - | |
| 30 | Turnover 5 Years | .01 | -.08 | -.42 | .38 | -.47 | .74 | .54 | .76 | .93 | - |

*Note.* $N$ =318. $-.11 \leq r \geq .11$ is significant ($p < .05$, two-tailed test).

Using Sample 1, as expected, job satisfaction ($r$ = -.73), affective commitment ($r$ = -.69), normative commitment ($r$ = -.65), and continuance commitment ($r$ = -.13) significantly correlated with turnover intent (see Table 8), however, perceived job alternatives ($r$ = -.06) was not significantly related to turnover intent. Affirming a broader array of relational influences, instrumental and expressive normative pressure to stay ($r$ = -.51 and $r$ = -.47, respectively), instrumental and expressive link defection ($r$ = .42 and $r$ = .41, respectively), and expressive network strength ($r$ = -.14; Table 9) were significantly related to turnover intent. In contrast, instrumental and expressive network range and network status did not significantly relate to turnover intent.

### 3.1 Organizational Links Comparison

For Sample 1 (egocentric), the traditional turnover model (i.e., job satisfaction, three organizational commitment components, and perceived job alternatives) accounted for 60.7% ($F$ = 96.062; $p$ = 0.000) of the variance in turnover intent. The addition of the nine social relations variables (i.e., expressive strength, expressive and instrumental status, expressive and instrumental range, expressive and instrumental link defection, and expressive and instrumental normative pressure to stay) added 4.0% ($F$ = 3.420; $p$ = .001; 64.7% total[1]) in variance accounted for (VAF) in turnover intent. The social relations model provided significant variance in predicting turnover intent supporting Hypothesis 11. For Sample 2 (job embeddedness), the traditional turnover model accounted for 60.5% ($F$= 70.135; $p$ = 0.000) of the variance in turnover intent. The addition of the full

[1] All nine network variables were log transformed because of non-normality in a separate regression analysis for comparison. The variance accounted for in turnover intent slightly increased from 64.7% to 64.9%.

7-item organizational links (-.103; $p$ = .02) added 1.0% ($F$ = 6.088; $p$ = 0.02; 61.5% total) in VAF in turnover intent.

Beyond just assessing the value of the full 7-item organizational links measure, three items that pertain to the tenure of the participant (i.e., industry, organizational, and position tenure) were removed from the organizational links measure because tenure has demonstrated a consistent, negative relationship with turnover intent (Meyer et al, 2002). To understand if the relationship between organizational links and turnover intent is more than just the tenure—turnover intent connection, only the 4-items of organizational links that assess coworker interaction was examined. Only including the four non-tenure related items of organizational links (-.058; $p$ = .17) the additional variance dropped to 0.3% ($F$ = 1.900; $p$ = 0.17; 60.8% total).

Table 11.

*Model Fit Indices for Proposed Turnover Intent Models*

| | Model | Model Chi-Square | *df* | CFI | RMSEA | SRMR | Model Chi-Square Difference |
|---|---|---|---|---|---|---|---|
| | Predicting Turnover Intent | | | | | | |
| 1 | Direct Effects Model | 0.000 | 0 | 1.000 | 0.000 | 0.000 | |
| 2 | Direct & Mediated Effects Model | 205.069* | 22 | 0.810 | 0.162 | 0.136 | |
| 3 | Fully Mediated Effects Model | 228.932* | 31 | 0.795 | 0.142 | 0.143 | |
| | Compare Models 2 and 3 | | | | | | 23.863* |
| | Predicting Turnover Intent | | | | | | |
| 4 | Best Fitting Direct & Mediated Effects Model | 42.156* | 15 | 0.971 | 0.076 | 0.047 | |
| 5 | Best Fitting Full Mediated Effects Model | 52.470* | 17 | 0.962 | 0.081 | 0.049 | |
| | Compare Models 4 and 5 | | | | | | 10.314* |

*Note.* $N$ = 318. * = $p$ < .05, two-tailed test. Computed corrected $x^2$ difference tests two compare Models 2 and 3 and 4 and 5 (Byrne, 2012).

### 3.2 Social Relations Model

The following analyses used only Sample 1. Not surprisingly, Model 1 (direct effects) predicting turnover intent fit the data perfectly (see Table 11) as it was saturated model. Model 1 (see Table 12 for parameter estimates) only included general job satisfaction as supervisor satisfaction (-.045; $p$ = .34) and coworker satisfaction (.002; $p$ = .97) did not provide any additional variance in turnover intent. Standardized parameter estimates in Table 10 indicate that spousal pressure (-.135; $p$ = .001) and expressive link defection (.106; $p$ = .02), explained significant unique variance in turnover intent beyond that accounted for by job satisfaction, three organizational commitment components, and perceived job alternatives. Neither expressive network strength (-.006; $p$ = .87), expressive normative pressure to stay (-.047; $p$ = .42), expressive network range (.001; $p$ = .99), expressive network status (.038; $p$ = .26), instrumental link defection (.013; $p$ = .79), instrumental normative pressure to stay (-.072; $p$ = .20), instrumental network range (-.026; $p$ = .49) nor instrumental network status (-.058; $p$ = .09) predicted turnover intent.

Table 12.

*Turnover Intent: Parameter Estimates for Model 1*

| | Estimate | S.E. | STD Estimate | S.E. | *p* |
|---|---|---|---|---|---|
| Turnover Intent | | | | | |
| Affective Commitment | -0.220 | 0.086 | -0.162 | 0.063 | 0.010 |
| Normative Commitment | -0.182 | 0.080 | -0.133 | 0.059 | 0.025 |
| Continuance Commitment | -0.035 | 0.064 | -0.021 | 0.038 | 0.578 |
| Job Alternative | 0.009 | 0.059 | 0.006 | 0.042 | 0.883 |
| Job Satisfaction | -0.769 | 0.111 | -0.389 | 0.057 | 0.000 |
| Spousal Pressure | -0.037 | 0.011 | -0.135 | 0.041 | 0.001 |
| Instrumental Link Defection | 0.020 | 0.078 | 0.013 | 0.048 | 0.794 |
| Instrumental Normative | -0.189 | 0.147 | -0.072 | 0.056 | 0.200 |
| Instrumental Range | -0.142 | 0.205 | -0.026 | 0.038 | 0.487 |
| Instrumental Status | -0.168 | 0.101 | -0.058 | 0.035 | 0.093 |
| Expressive Link Defection | 0.153 | 0.064 | 0.106 | 0.044 | 0.017 |
| Expressive Normative | -0.104 | 0.129 | -0.047 | 0.059 | 0.421 |
| Expressive Range | 0.003 | 0.165 | 0.001 | 0.039 | 0.988 |
| Expressive Status | 0.109 | 0.097 | 0.038 | 0.034 | 0.262 |
| Expressive Strength | -0.015 | 0.095 | -0.006 | 0.035 | 0.871 |

Note. N = 318. Estimate = Unstandardized parameter estimate. S.E. = Standard error; STD Estimate = Standardized parameter estimate.

Model 2 (direct and mediated effects) predicting turnover intent did not fit the data (Table 11): CFI = .810; RMSEA = .162; SRMR = .136. Parameters estimates in Table 13 suggest that affective commitment translates the influence of expressive network strength onto turnover intent (.118; $p$ = .001), but job satisfaction did not translate the effect (.075; $p$ = .14). More definitively, Table 14 reports statistical significance for point estimate for expressive network strength (-.021; $p$ = .05) indirect effect via affective commitment. Because the assumption underlying product-of-coefficients tests (i.e., indirect effects have normal sampling distributions) may not hold (especially in small samples; Preacher & Hayes, 2008), I also interpreted the

bootstrapped confidence intervals (CI) for indirect effects. For expressive network strength, the 95% bootstrap CIs for the point estimate indirect effect did *not* contain zero (CIs range from -.039 to -.003). In contrast, I found no mediation by affective commitment, job satisfaction, or normative commitment for expressive and instrumental network range, expressive and instrumental network status, expressive and instrumental normative pressure to stay, and expressive and instrumental link defection. However, Model 2 is a significantly better fit than Model 3 (full mediation; Table 16) ($\Delta x^2$ = 23.863; $p < .05$) that generated inferior fit statistics (notably, CFI = .795 and SRMR = .143; Table 11), suggesting that the network relationships provide significant information in explaining turnover intent.

Table 13.

*Turnover Intent: Parameter Estimates for Model 2*

| | Estimate | S.E. | STD Estimate | S.E. | *p* |
|---|---|---|---|---|---|
| Turnover Intent | | | | | |
| Affective Commitment | -0.220 | 0.086 | -0.178 | 0.070 | 0.010 |
| Normative Commitment | -0.182 | 0.080 | -0.144 | 0.064 | 0.025 |
| Continuance Commitment | -0.035 | 0.064 | -0.024 | 0.043 | 0.579 |
| Job Alternatives | 0.009 | 0.059 | 0.007 | 0.047 | 0.883 |
| Job Satisfaction | -0.769 | 0.111 | -0.435 | 0.061 | 0.000 |
| Spousal Pressure | -0.037 | 0.011 | -0.151 | 0.047 | 0.001 |
| Instrumental Link Defection | 0.020 | 0.078 | 0.014 | 0.054 | 0.795 |
| Instrumental Normative | -0.189 | 0.147 | -0.080 | 0.063 | 0.205 |
| Instrumental Range | -0.142 | 0.205 | -0.029 | 0.042 | 0.487 |
| Instrumental Status | -0.168 | 0.101 | -0.065 | 0.039 | 0.092 |
| Expressive Link Defection | 0.153 | 0.064 | 0.119 | 0.050 | 0.018 |
| Expressive Normative | -0.104 | 0.129 | -0.053 | 0.066 | 0.422 |
| Expressive Range | 0.003 | 0.165 | 0.001 | 0.044 | 0.988 |
| Expressive Status | 0.109 | 0.097 | 0.042 | 0.038 | 0.263 |
| Expressive Strength | -0.015 | 0.095 | -0.006 | 0.039 | 0.871 |
| Affective Commitment | | | | | |
| Instrumental Status | -0.082 | 0.083 | -0.039 | 0.040 | 0.324 |
| Instrumental Range | -0.046 | 0.167 | -0.012 | 0.042 | 0.782 |
| Expressive Strength | 0.234 | 0.071 | 0.118 | 0.037 | 0.001 |
| Expressive Status | -0.073 | 0.077 | -0.035 | 0.037 | 0.341 |
| Expressive Range | 0.043 | 0.130 | 0.014 | 0.043 | 0.742 |
| Job Satisfaction | | | | | |
| Instrumental Status | 0.034 | 0.078 | 0.023 | 0.053 | 0.660 |
| Instrumental Range | 0.020 | 0.140 | 0.007 | 0.051 | 0.884 |
| Expressive Strength | 0.103 | 0.070 | 0.075 | 0.051 | 0.145 |
| Expressive Status | -0.028 | 0.070 | -0.019 | 0.048 | 0.691 |
| Expressive Range | -0.181 | 0.109 | -0.086 | 0.051 | 0.093 |
| Normative Commitment | | | | | |
| Instrumental Link Defection | -0.072 | 0.055 | -0.063 | 0.049 | 0.195 |
| Instrumental Normative | 0.030 | 0.086 | 0.016 | 0.046 | 0.732 |
| Expressive Link Defection | 0.032 | 0.045 | 0.031 | 0.044 | 0.485 |
| Expressive Normative | 0.081 | 0.070 | 0.052 | 0.046 | 0.253 |

Note. N = 318. Estimate = Unstandardized parameter estimate. S.E. = Standard error; STD Estimate = Standardized parameter estimate.

Table 14.

*Statistical Tests of Indirect Effects for Model 2 (Standardized)*

| Indirect Effects | Point Estimate | p | BCa 95% Confidence Interval Lower | Upper |
|---|---|---|---|---|
| Indirect Effect from Instrumental Status to Turnover Intent via Affective Commitment | 0.007 | 0.335 | -0.005 | 0.019 |
| Indirect Effect from Instrumental Status to Turnover Intent via Job Satisfaction | -0.010 | 0.663 | -0.049 | 0.028 |
| Total Indirect Effect | -0.003 | 0.909 | -0.049 | 0.043 |
| Indirect Effect from Instrumental Range to Turnover Intent via Affective Commitment | 0.002 | 0.783 | -0.010 | 0.015 |
| Indirect Effect from Instrumental Range to Turnover Intent via Job Satisfaction | -0.003 | 0.884 | -0.040 | 0.033 |
| Total Indirect Effect | -0.001 | 0.966 | -0.045 | 0.043 |
| Indirect Effect from Expressive Strength to Turnover Intent via Affective Commitment | -0.021 | 0.050 | -0.039 | -0.003 |
| Indirect Effect from Expressive Strength to Turnover Intent via Job Satisfaction | -0.033 | 0.149 | -0.070 | 0.005 |
| Total Indirect Effect | -0.054 | 0.049 | -0.099 | -0.009 |
| Indirect Effect from Expressive Status to Turnover Intent via Affective Commitment | 0.006 | 0.385 | -0.006 | 0.018 |
| Indirect Effect from Expressive Status to Turnover Intent via Job Satisfaction | 0.008 | 0.691 | -0.026 | 0.043 |
| Total Indirect Effect | 0.015 | 0.562 | -0.027 | 0.056 |
| Indirect Effect from Expressive Range to Turnover Intent via Affective Commitment | -0.003 | 0.744 | -0.015 | 0.010 |
| Indirect Effect from Expressive Range to Turnover Intent via Job Satisfaction | 0.037 | 0.106 | -0.001 | 0.075 |
| Total Indirect Effect | 0.035 | 0.211 | -0.011 | 0.080 |
| Indirect Effect from Instrumental Link Defection to Turnover Intent via Normative Commitment | 0.009 | 0.249 | -0.004 | 0.022 |
| Indirect Effect from Instrumental Normative to Turnover Intent via Normative Commitment | -0.002 | 0.732 | -0.013 | 0.009 |
| Indirect Effect from Expressive Link Defection to Turnover Intent via Normative Commitment | -0.004 | 0.500 | -0.015 | 0.006 |
| Indirect Effect from Expressive Normative to Turnover Intent via Normative Commitment | -0.008 | 0.304 | -0.020 | 0.005 |

Note. N = 318. BCa = bias corrected and accelerated; 1,000 bootstrap samples. Instrumental Normative = Instrumental Normative Pressure to Stay; Expressive Normative = Expressive Normative Pressure to Stay.

The proposed models, neither Model 2 nor Model 3, fit the data adequately, but further revisions to the models were performed to improve fit and seek parsimony to better understand the relationships within the model. Guidelines for path removal and addition were based on significance of effects, improved model fit, and additional variance in turnover intent. The paths removed and added to create Model 4 are displayed in Table 15.

Table 15.

*Turnover Intent: Model Modifications (Standardized)*

| | STD Estimate | *p* |
|---|---|---|
| Removed Paths | | |
| Continuance Commitment → Turnover Intent | -0.024 | 0.58 |
| Job Alternatives → Turnover Intent | 0.007 | 0.88 |
| Instrumental Link Defection → Turnover Intent | 0.014 | 0.80 |
| Instrumental Range → Turnover Intent | -0.029 | 0.49 |
| Instrumental Status → Turnover Intent | -0.065 | 0.09 |
| Expressive Normative Pressure to Stay → Turnover Intent | -0.053 | 0.42 |
| Expressive Range → Turnover Intent | 0.001 | 0.99 |
| Expressive Status → Turnover Intent | 0.042 | 0.26 |
| Expressive Strength → Turnover Intent | -0.006 | 0.87 |
| Instrumental Range → Affective Commitment | -0.012 | 0.78 |
| Expressive Status → Affective Commitment | -0.035 | 0.34 |
| Expressive Range → Affective Commitment | 0.014 | 0.74 |
| Instrumental Range → Job Satisfaction | 0.007 | 0.88 |
| Expressive Status → Job Satisfaction | -0.019 | 0.69 |
| Expressive Range → Job Satisfaction | -0.086 | 0.09 |
| Instrumental Status → Job Satisfaction | 0.023 | 0.66 |
| Expressive Normative Pressure to Stay → Normative Commitment | 0.052 | 0.25 |
| Added Paths | | |
| Instrumental Link Defection → Affective Commitment | -0.181 | 0.001 |
| Instrumental Normative Pressure to Stay → Affective Commitment | 0.288 | 0.000 |
| Expressive Normative Pressure to Stay → Affective Commitment | 0.217 | 0.000 |
| Instrumental Strength → Affective Commitment | -0.073 | 0.036 |
| Instrumental Link Defection → Job Satisfaction | -0.189 | 0.001 |
| Instrumental Normative Pressure to Stay → Job Satisfaction | 0.399 | 0.000 |
| Instrumental Strength → Job Satisfaction | -0.093 | 0.013 |

STD Estimate = Standardized parameter estimate.

The final Model 4 parameters are listed below (also displayed Table 16; indirect effects Table 17). Three social relations directly predicted turnover intent: instrumental strength (.082; $p$ = .02), instrumental normative pressure to stay (-.108; $p$ = .02), and expressive link defection (.108; $p$ = .01). Additionally, job satisfaction (-.390; $p$ = .000), affective commitment (-.157; $p$ = .01), normative commitment (-.150; $p$ = .01), and spousal pressure (-.148; $p$ = .001) directly predicted turnover intent. Job satisfaction significantly mediated the following social relations: instrumental link defection (-.189; $p$ = .001), instrumental normative pressure to stay (.399; $p$ = .000), instrumental strength (-.093; $p$ = .01), and expressive strength (.109; $p$ = .01). Affective commitment significantly mediated the following social relations: instrumental link defection (-.181; $p$ = .001), instrumental normative pressure to stay (.288; $p$ = .000), expressive normative pressure to stay (.217; $p$ = .000), instrumental strength (-.073; $p$ = .04), instrumental status (-.071; $p$ = .02), and expressive strength (.114; $p$ = .000). Normative commitment significantly mediated the following social relations: instrumental link defection (-.192; $p$ = .001), instrumental normative pressure to stay (.246; $p$ = .000), and expressive normative pressure to stay (.196; $p$ = .001).

Model 4 (see Figure 5) predicting turnover intent fit the data well (Table 11): CFI = .971; RMSEA = .076; SRMR = .047. Additionally, Model 4 is a significantly better fit than Model 5 (full mediation) ($\Delta x^2$ = 10.314; $p$ > .05) that generated inferior fit statistics (CFI = .962; RMSEA = .081; SRMR = .049; Table 11), suggesting instrumental normative pressure to stay and instrumental strength provide significant information in explaining turnover intent.

Table 16.

*Turnover Intent: Parameter Estimates for Model 4*

| | Estimate | S.E. | STD Estimate | S.E. | *p* |
|---|---|---|---|---|---|
| Turnover Intent | | | | | |
| Affective Commitment | -0.212 | 0.082 | -0.157 | 0.061 | 0.010 |
| Normative Commitment | -0.201 | 0.077 | -0.150 | 0.057 | 0.008 |
| Job Satisfaction | -0.754 | 0.108 | -0.390 | 0.056 | 0.000 |
| Spousal Pressure | -0.039 | 0.011 | -0.148 | 0.044 | 0.001 |
| Instrumental Normative | -0.276 | 0.116 | -0.108 | 0.045 | 0.017 |
| Instrumental Strength | 0.184 | 0.080 | 0.082 | 0.036 | 0.023 |
| Expressive Link Defection | 0.152 | 0.058 | 0.108 | 0.042 | 0.009 |
| Affective Commitment | | | | | |
| Instrumental Link Defection | -0.211 | 0.064 | -0.181 | 0.055 | 0.001 |
| Instrumental Normative | 0.546 | 0.124 | 0.288 | 0.065 | 0.000 |
| Instrumental Status | -0.148 | 0.061 | -0.071 | 0.030 | 0.017 |
| Instrumental Strength | -0.123 | 0.059 | -0.073 | 0.035 | 0.036 |
| Expressive Strength | 0.224 | 0.061 | 0.114 | 0.031 | 0.000 |
| Expressive Normative | 0.345 | 0.082 | 0.217 | 0.051 | 0.000 |
| Job Satisfaction | | | | | |
| Instrumental Link Defection | -0.154 | 0.048 | -0.189 | 0.057 | 0.001 |
| Instrumental Normative | 0.528 | 0.074 | 0.399 | 0.053 | 0.000 |
| Instrumental Strength | -0.108 | 0.044 | -0.093 | 0.038 | 0.013 |
| Expressive Strength | .150 | 0.061 | 0.109 | 0.045 | 0.014 |
| Normative Commitment | | | | | |
| Instrumental Link Defection | -.226 | 0.068 | -0.192 | 0.057 | 0.001 |
| Instrumental Normative | .470 | 0.120 | 0.246 | 0.062 | 0.000 |
| Expressive Normative | .313 | 0.091 | 0.196 | 0.057 | 0.001 |

Note. N = 318. Estimate = Unstandardized parameter estimate. S.E. = Standard error; STD Estimate = Standardized parameter estimate.

Table 17.

*Statistical Tests of Indirect Effects for Model 4 (Standardized)*

| Indirect Effects | Point Estimate | *p* | BCa 95% Confidence Interval Lower | Upper |
|---|---|---|---|---|
| Indirect Effect from Instrumental Normative to Turnover Intent via Affective Commitment | -0.045 | 0.021 | -0.078 | -0.013 |
| Indirect Effect from Instrumental Normative to Turnover Intent via Job Satisfaction | -0.156 | 0.000 | -0.206 | -0.105 |
| Indirect Effect from Instrumental Normative to Turnover Intent via Normative Commitment | -0.037 | 0.027 | -0.064 | -0.009 |
| Total Indirect Effect | -0.238 | 0.000 | -0.299 | -0.177 |
| Indirect Effect from Instrumental Strength to Turnover Intent via Affective Commitment | 0.032 | 0.043 | 0.008 | 0.058 |
| Indirect Effect from Instrumental Strength to Turnover Intent via Job Satisfaction | 0.036 | 0.023 | 0.010 | 0.062 |
| Total Indirect Effect | 0.068 | 0.010 | 0.017 | 0.078 |
| Indirect Effect from Instrumental Link Defection to Turnover Intent via Affective Commitment | 0.028 | 0.049 | 0.005 | 0.052 |
| Indirect Effect from Instrumental Link Defection to Turnover Intent via Job Satisfaction | 0.074 | 0.003 | 0.033 | 0.114 |
| Indirect Effect from Instrumental Link Defection to Turnover Intent via Normative Commitment | 0.029 | 0.036 | 0.006 | 0.051 |
| Total Indirect Effect | 0.131 | 0.000 | 0.073 | 0.189 |
| Indirect Effect from Instrumental Status to Turnover Intent via Affective Commitment | 0.011 | 0.050 | 0.002 | 0.021 |
| Indirect Effect from Expressive Strength to Turnover Intent via Affective Commitment | -0.018 | 0.037 | -0.032 | -0.004 |
| Indirect Effect from Expressive Strength to Turnover Intent via Job Satisfaction | -0.043 | 0.020 | -0.073 | -0.012 |
| Total Indirect Effect | -0.061 | 0.004 | -0.095 | -0.026 |
| Indirect Effect from Expressive Normative to Turnover Intent via Affective Commitment | -0.034 | 0.031 | -0.060 | -0.008 |
| Indirect Effect from Expressive Normative to Turnover Intent via Normative Commitment | -0.029 | 0.037 | -0.052 | -0.006 |
| Total Indirect Effect | -0.063 | 0.001 | -0.096 | -0.031 |

Note. N = 318. BCa = bias corrected and accelerated; 1,000 bootstrap samples. Instrumental Normative = Instrumental Normative Pressure to Stay; Expressive Normative = Expressive Normative Pressure to Stay.

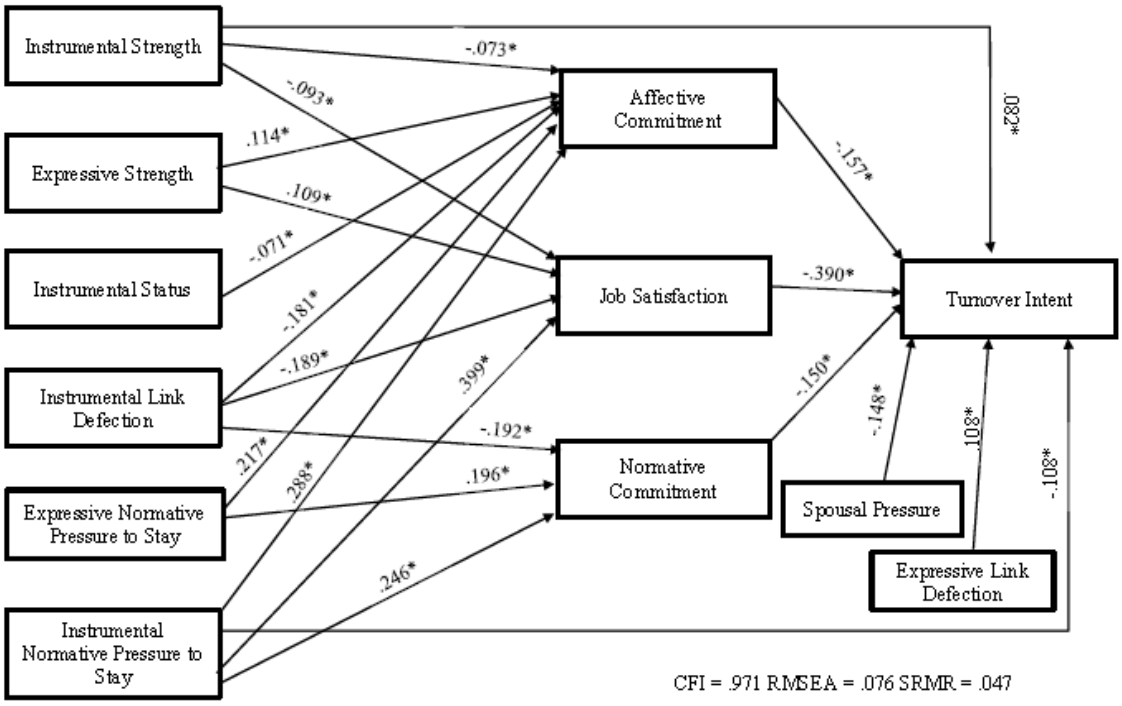


Figure 5.
*Direct and Mediated Model (Best Fitting; Model 4) Predicting Turnover Intent*

In sum, the following hypotheses were supported, partially supported, or rejected (see Appendix I): (1) Hypotheses 1-5 were rejected for non-significant effects in Models 1-2 and exclusion from Model 4; (2) Hypothesis 6 was partially supported with instrumental normative pressure to stay significantly, negatively relating to turnover intent in Model 4 (Model 4 = -.108; $p$ = .02); (3) Hypothesis 7 was rejected for non-significant effects in Models 1-2 and exclusion from Model 4; (4) Hypothesis 8 was supported with spousal pressure significantly, negatively relating to turnover intent in Models 1-2 and Model 4 (Model 4 = -.148; $p$ = .001); (5) Hypothesis 9 was rejected for non-significant effects in Models 1-2 and exclusion from Model 4; (6) Hypothesis 10 was supported with expressive link defection significantly, positively relating to turnover intent in Models 1-2 and Model 4 (Model 4 = .108; $p$ = .01); (7) Hypothesis 11 was supported with all social relations adding 4.0% ($F$ = 3.420; $p$ = .001) additional variance in predicting turnover intent; (8) Hypothesis 12 was partially supported with affective

commitment and job satisfaction mediating expressive strength in Model 4 (Model 4 = .114; $p$ = .00 and .109; $p$ = .01, respectively); (9) Hypothesis 13 was rejected for non-significant expressive status effects on job satisfaction and affective commitment in Models 2-3 and exclusion from Model 4 and a significant, opposite direction effect of instrumental status on affective commitment (-0.71; $p$ = .02); (10) Hypothesis 14 was rejected with non-significant instrumental and expressive range effects on job satisfaction and affective commitment in Models 2-3 and exclusion from Model 4; (11) Hypothesis 15 was partially supported with normative commitment mediating expressive and instrumental normative pressure to stay in Model 4 (Model 4 = .196; $p$ = .00 and .246; $p$ = .00, respectively); and (12) Hypothesis 16 was partially supported with normative commitment mediating instrumental link defection in Model 4 (Model 4 = -.192; $p$ = .00), but not expressive link defection.

## 3.3 Exploratory Results

### 3.3.1 Moderator Analyses

The following analyses used only Sample 1. Organizational tenure (i.e., number of years employed at organization) was added to Model 4 to assess if the variable moderates the relationships between the three significant social relations (i.e., expressive link defection, instrumental normative pressure to stay, and instrumental strength) and turnover intent.

The effects of organizational tenure and the interaction between organizational tenure and expressive link defection were added on turnover intent in Model 4. Organizational tenure did not significantly predict turnover intent (0.019; $p$ = .56), but the organizational tenure x expressive link defection interaction did significantly predict

turnover intent (0.106; $p$ = 0.003), such that expressive link defection had a stronger positive effect on turnover intent for employees with longer tenure. The other direct and mediated paths within Model 4 were still significant. The addition of organizational tenure and the interaction slightly improved the fit indices (CFI = .973; RMSEA = .063; SRMR = .042). When testing the interaction with instrumental normative pressure to stay, organizational tenure again did not significantly predict turnover intent (0.026; $p$ = .46), but the organizational tenure x instrumental normative pressure to stay interaction did significantly predict turnover intent (-0.070; $p$ = 0.031), such that instrumental normative pressure to stay had a stronger negative effect on turnover intent for employees with longer tenure. The other direct and mediated paths within Model 4 were still significant. The addition of organizational tenure and the interaction slightly improved the fit indices, except CFI (CFI = .969; RMSEA = .068; SRMR = .042). Lastly, when testing the interaction with instrumental strength, organizational tenure did not significantly predict turnover intent (0.021; $p$ = 0.54) and the organizational tenure x instrumental strength interaction did not significantly predict turnover intent (0.020; $p$ = 0.55).

None of the four personality traits, extraversion, achievement motivation, self-esteem and affiliation, moderated the relationships between expressive link defection, instrumental normative pressure to stay and instrumental strength on turnover intent.

### 3.3.2 Social Relations Model Consistency

The following analyses used only Sample 1. Model 4 was recreated using four additional turnover-related outcomes in place of turnover intent to assess if the model fit was consistent across outcomes and the direct effects of instrumental strength,

instrumental normative pressure to stay, and expressive link defection on turnover intent translated to similar outcomes. Turnover intent was significantly correlated to all four outcomes: (1) likelihood of turnover in 6 months ($r$ = 0.68), (2) likelihood of turnover in 1 year ($r$ = 0.78), (3) likelihood of turnover in 2 years ($r$ = 0.81), and (4) likelihood of turnover in 5 years ($r$ = 0.74). Along with recreating Model 4, all four new models were modified to maximize fit. Guidelines were the same as for Model 4, in that, path removal and addition were based on significance of effects, improved model fit, and additional variance in outcome (e.g., likelihood of turnover in 6 months).

Table 18.

*Model Fit Indices for Turnover-related Outcomes*

| Model | | Model Chi-Square | df | CFI | RMSEA | SRMR |
|---|---|---|---|---|---|---|
| 6 | Predicting 6 Month Turnover Model 4 Replication | 47.538* | 15 | 0.958 | 0.083 | 0.045 |
| 7 | Predicting 1 Year Turnover Model 4 Replication | 64.751* | 15 | 0.944 | 0.102 | 0.047 |
| 8 | Predicting 2 Years Turnover Model 4 Replication | 65.680* | 15 | 0.944 | 0.103 | 0.048 |
| 9 | Predicting 5 Years Turnover Model 4 Replication | 68.009* | 15 | 0.939 | 0.105 | 0.048 |

Notes. N = 318. * = p < .05, two-tailed test.

3.3.2.1 Model Fit

Model 4 (Figure 5) fit the data well (CFI = .971; RMSEA = .076; SRMR = .047). Each replication of Model 4 adequately fit the data (Table 18), but the fit slightly decreased as the time horizon in the likelihood to turnover increased: Model 6 (likelihood to turnover in 6 months) CFI = .958; RMSEA = .083; SRMR = .045, Model 7 (likelihood to turnover in 1 year) CFI = .944; RMSEA = .102; SRMR = .047, Model 8 (likelihood to

turnover in 2 years) CFI = .944; RMSEA = .103; SRMR = .048, and Model 9 (likelihood to turnover in 5 years) CFI = .939; RMSEA = .105; SRMR = .048.

Table 19.

*Summary: Turnover-related Outcomes Parameters for Replicating Model 4 (Standardized)*

| | Turnover Intent | Turnover 6 Months | Turnover 1 Year | Turnover 2 Years | Turnover 5 Years |
|---|---|---|---|---|---|
| Turnover-related Outcome | | | | | |
| Affective Commitment | -0.157* | -0.115 | -0.255* | -0.235* | -0.216* |
| Normative Commitment | -0.150* | -0.047 | -0.050 | -0.109 | -0.150* |
| Job Satisfaction | -0.390* | -0.301* | -0.283* | -0.258* | -0.177* |
| Spousal Pressure | -0.148* | -0.044 | -0.077 | -0.139* | -0.164* |
| Instrumental Normative | -0.108* | -0.138* | -0.151* | -0.155* | -0.139* |
| Instrumental Strength | 0.082* | 0.093* | 0.054 | 0.013 | 0.029 |
| Expressive Link Defection | 0.108* | 0.121* | 0.039 | 0.011 | 0.049 |
| Affective Commitment | | | | | |
| Instrumental Link Defection | -0.181* | -0.181* | -0.193* | -0.193* | -0.193* |
| Instrumental Normative | 0.288* | 0.288* | 0.416* | 0.416* | 0.416* |
| Instrumental Status | -0.071* | -0.071* | -0.090* | -0.090* | -0.090* |
| Instrumental Strength | -0.073* | -0.073* | -0.064 | -0.064 | -0.064 |
| Expressive Strength | 0.114* | 0.114* | -0.008 | -0.008 | -0.008 |
| Expressive Normative | 0.217* | 0.217* | 0.025 | 0.024 | 0.025 |
| Job Satisfaction | | | | | |
| Instrumental Link Defection | -0.189* | -0.189* | -0.194* | -0.194* | -0.194* |
| Instrumental Normative | 0.399* | 0.399* | 0.396* | 0.396* | 0.396* |
| Instrumental Strength | -0.093* | -0.093* | -0.069 | -0.069 | -0.069 |
| Expressive Strength | 0.109* | 0.109* | 0.002 | 0.002 | 0.002 |
| Normative Commitment | | | | | |
| Instrumental Link Defection | -0.192* | -0.192* | -0.195* | -0.195* | -0.195* |
| Instrumental Normative | 0.246* | 0.246* | 0.367* | 0.367* | 0.367* |
| Expressive Normative | 0.196* | 0.196* | 0.005 | 0.005 | 0.005 |

3.3.2.2 Direct Effects

The direct effects of instrumental strength, instrumental normative pressure to stay, and expressive link defection were examined to assess if the strength, direction, and significance of effects was consistent across the turnover-related outcomes. Displayed in Table 19, instrumental strength demonstrated a significant direct effect on likelihood to turnover in 6 months (0.093; $p = 0.04$), but did not significantly predict likelihood to turnover in 1 year (0.054; $p = 0.23$), likelihood to turnover in 2 years (0.013; $p = 0.76$), or likelihood to turnover in 5 years (0.029; $p = 0.54$). Instrumental normative pressure to stay demonstrated a significant direct effect on likelihood to turnover in 6 months (-0.138; $p = 0.02$), likelihood to turnover in 1 year (-0.151; $p = 0.01$), likelihood to turnover in 2 years (-0.155; $p = 0.003$), and likelihood to turnover in 5 years (-0.139; $p = 0.01$). Expressive link defection demonstrated a significant direct effect on likelihood to turnover in 6 months (0.121; $p = 0.04$), but did not significantly predict likelihood to turnover in 1 year (0.039; $p = 0.12$), likelihood to turnover in 2 years (0.011; $p = 0.63$), or likelihood to turnover in 5 years (0.049; $p = 0.17$).

Table 20.

*Turnover 6 Months: Model Modifications (Standardized)*

| | STD Estimate | *p* |
|---|---|---|
| Removed Paths | | |
| Normative Commitment → Turnover 6 Months | -0.047 | 0.49 |
| Spousal Pressure → Turnover 6 Months | -0.044 | 0.40 |
| Instrumental Strength → Turnover 6 Months | 0.091 | 0.06 |
| Instrumental Strength → Affective Commitment | -0.073 | 0.06 |
| Instrumental Strength → Job Satisfaction | -0.093 | 0.01 |
| Added Paths | | |
| Continuance Commitment → Turnover 6 Months | -0.122 | 0.01 |
| Instrumental Range → Turnover 6 Months | -0.166 | 0.00 |

STD Estimate = Standardized parameter estimate.

Table 22.

| *Turnover 1 Year: Model Modifications (Standardized)* | | |
|---|---|---|
| | STD Estimate | *p* |
| Removed Paths | | |
| Normative Commitment → Turnover 1 Year | -0.050 | 0.45 |
| Spousal Pressure → Turnover 1 Year | -0.077 | 0.17 |
| Instrumental Strength → Turnover 1 Year | 0.054 | 0.23 |
| Instrumental Strength → Affective Commitment | -0.064 | 0.07 |
| Instrumental Strength → Job Satisfaction | -0.069 | 0.07 |
| Added Paths | | |
| Continuance Commitment → Turnover 6 Months | -0.111 | 0.02 |
| Instrumental Range → Turnover 6 Months | -0.121 | 0.004 |

STD Estimate = Standardized parameter estimate.

Table 24.

| *Turnover 2 Years: Model Modifications (Standardized)* | | |
|---|---|---|
| | STD Estimate | *p* |
| Removed Paths | | |
| Normative Commitment → Turnover 2 Years | -0.109 | 0.12 |
| Instrumental Strength → Turnover 2 Years | 0.013 | 0.76 |
| Instrumental Strength → Affective Commitment | -0.064 | 0.07 |
| Instrumental Strength → Job Satisfaction | -0.069 | 0.07 |

STD Estimate = Standardized parameter estimate.

Table 26.

| *Turnover 5 Years: Model Modifications (Standardized)* | | |
|---|---|---|
| | STD Estimate | *p* |
| Removed Paths | | |
| Instrumental Strength → Turnover 5 Years | 0.029 | 0.54 |
| Instrumental Strength → Affective Commitment | -0.064 | 0.07 |
| Instrumental Strength → Job Satisfaction | -0.069 | 0.07 |

STD Estimate = Standardized parameter estimate.

Further revisions to each model were performed to improve fit and seek parsimony to better understand the relationships within the model. The paths removed and added to create the four new models are displayed in Tables 20, 22, 24, and 26 and model parameters are provided in Tables 21, 23, 25, and 27. In the revised models,

instrumental strength was omitted from all four models. Instrumental normative pressure to stay demonstrated a significant direct effect on likelihood to turnover in 6 months (-0.128; $p$ = 0.03; Model 10), likelihood to turnover in 1 year (-0.126; $p$ = 0.01; Model 11), likelihood to turnover in 2 years (-0.125; $p$ = 0.02; Model 12), and likelihood to turnover in 5 years (-0.096; $p$ = 0.05; Model 13). Expressive link defection demonstrated a significant direct effect on likelihood to turnover in 6 months (0.155; $p$ = 0.01), likelihood to turnover in 1 year (0.123; $p$ = 0.02), likelihood to turnover in 2 years (0.120; $p$ = 0.02), and likelihood to turnover in 5 years (0.139; $p$ = 0.01).

Table 21.

*Turnover 6 Months: Parameter Estimates for Model 10*

| | Estimate | S.E. | STD Estimate | S.E. | *p* |
|---|---|---|---|---|---|
| Turnover 6 Months | | | | | |
| Affective Commitment | -0.320 | 0.159 | -0.150 | 0.074 | 0.042 |
| Continuance Commitment | -0.318 | 0.127 | -0.122 | 0.049 | 0.012 |
| Job Satisfaction | -1.003 | 0.236 | -0.327 | 0.078 | 0.000 |
| Instrumental Normative | -0.521 | 0.229 | -0.128 | 0.057 | 0.025 |
| Instrumental Range | -1.402 | 0.375 | -0.166 | 0.043 | 0.000 |
| Expressive Link Defection | 0.347 | 0.131 | 0.155 | 0.059 | 0.008 |
| Affective Commitment | | | | | |
| Instrumental Link Defection | -0.227 | 0.064 | -0.192 | 0.055 | 0.000 |
| Instrumental Normative | 0.548 | 0.125 | 0.286 | 0.065 | 0.000 |
| Instrumental Status | -0.180 | 0.074 | -0.085 | 0.036 | 0.016 |
| Expressive Strength | 0.356 | 0.087 | 0.179 | 0.043 | 0.000 |
| Expressive Normative | 0.320 | 0.084 | 0.200 | 0.052 | 0.000 |
| Job Satisfaction | | | | | |
| Instrumental Link Defection | -0.164 | 0.049 | -0.200 | 0.059 | 0.001 |
| Instrumental Normative | 0.516 | 0.076 | 0.387 | 0.054 | 0.000 |
| Expressive Strength | 0.211 | 0.064 | 0.153 | 0.047 | 0.001 |

Note. N = 318. Estimate = Unstandardized parameter estimate. S.E. = Standard error; STD Estimate = Standardized parameter estimate.

Table 23.

*Turnover 1 Year: Parameter Estimates for Model 11*

| | Estimate | S.E. | STD Estimate | S.E. | *p* |
|---|---|---|---|---|---|
| Turnover 1 Year | | | | | |
| Affective Commitment | -0.696 | 0.156 | -0.282 | 0.063 | 0.000 |
| Continuance Commitment | -0.333 | 0.136 | -0.111 | 0.045 | 0.022 |
| Job Satisfaction | -1.074 | 0.230 | -0.303 | 0.065 | 0.000 |
| Instrumental Range | -1.183 | 0.408 | -0.121 | 0.042 | 0.001 |
| Expressive Link Defection | 0.318 | 0.130 | 0.123 | 0.051 | 0.021 |
| Instrumental Normative | -0.594 | 0.244 | -0.126 | 0.052 | 0.008 |
| Affective Commitment | | | | | |
| Instrumental Link Defection | -0.227 | 0.064 | -0.192 | 0.055 | 0.000 |
| Instrumental Normative | 0.548 | 0.125 | 0.286 | 0.065 | 0.000 |
| Instrumental Status | -0.180 | 0.074 | -0.085 | 0.036 | 0.016 |
| Expressive Strength | 0.356 | 0.087 | 0.179 | 0.043 | 0.000 |
| Expressive Normative | 0.320 | 0.084 | 0.200 | 0.052 | 0.000 |
| Job Satisfaction | | | | | |
| Instrumental Link Defection | -0.164 | 0.049 | -0.200 | 0.059 | 0.001 |
| Instrumental Normative | 0.516 | 0.076 | 0.387 | 0.054 | 0.000 |
| Expressive Strength | 0.211 | 0.064 | 0.153 | 0.047 | 0.001 |

Note. N = 318. Estimate = Unstandardized parameter estimate. S.E. = Standard error; STD Estimate = Standardized parameter estimate.

Table 25.

*Turnover 2 Years: Parameter Estimates for Model 12*

| | Estimate | S.E. | STD Estimate | S.E. | *p* |
|---|---|---|---|---|---|
| Turnover 2 Years | | | | | |
| Affective Commitment | -0.780 | 0.165 | -0.283 | 0.061 | 0.000 |
| Job Satisfaction | -1.070 | 0.234 | -0.270 | 0.059 | 0.000 |
| Spousal Pressure | -0.076 | 0.029 | -0.139 | 0.054 | 0.010 |
| Instrumental Normative | -0.661 | 0.277 | -0.125 | 0.053 | 0.017 |
| Expressive Link Defection | 0.348 | 0.148 | 0.120 | 0.051 | 0.019 |
| Affective Commitment | | | | | |
| Instrumental Link Defection | -0.227 | 0.064 | -0.192 | 0.055 | 0.000 |
| Instrumental Normative | 0.548 | 0.125 | 0.286 | 0.065 | 0.000 |
| Instrumental Status | -0.180 | 0.074 | -0.085 | 0.036 | 0.016 |
| Expressive Strength | 0.356 | 0.087 | 0.179 | 0.043 | 0.000 |
| Expressive Normative | 0.320 | 0.084 | 0.200 | 0.052 | 0.000 |

Table 25 (continued).

| | | | | | |
|---|---|---|---|---|---|
| Job Satisfaction | | | | | |
| Instrumental Link Defection | -0.164 | 0.049 | -0.200 | 0.059 | 0.001 |
| Instrumental Normative | 0.516 | 0.076 | 0.387 | 0.054 | 0.000 |
| Expressive Strength | 0.211 | 0.064 | 0.153 | 0.047 | 0.001 |

Note. N = 318. Estimate = Unstandardized parameter estimate. S.E. = Standard error; STD Estimate = Standardized parameter estimate.

Table 27.

*Turnover 5 Years: Parameter Estimates for Model 13*

| | Estimate | S.E. | STD Estimate | S.E. | *p* |
|---|---|---|---|---|---|
| Turnover 5 Years | | | | | |
| Affective Commitment | -0.562 | 0.216 | -0.196 | 0.076 | 0.010 |
| Normative Commitment | -0.424 | 0.213 | -0.149 | 0.075 | 0.047 |
| Job Satisfaction | -0.720 | 0.253 | -0.175 | 0.061 | 0.004 |
| Spousal Pressure | -0.083 | 0.031 | -0.147 | 0.056 | 0.008 |
| Instrumental Normative | -0.527 | 0.310 | -0.096 | 0.056 | 0.049 |
| Expressive Link Defection | 0.418 | 0.160 | 0.139 | 0.053 | 0.009 |
| Affective Commitment | | | | | |
| Instrumental Link Defection | -0.221 | 0.063 | -0.188 | 0.055 | 0.001 |
| Instrumental Normative | 0.636 | 0.118 | 0.333 | 0.060 | 0.000 |
| Instrumental Status | -0.126 | 0.059 | -0.060 | 0.029 | 0.037 |
| Expressive Strength | 0.386 | 0.088 | 0.194 | 0.044 | 0.000 |
| Expressive Normative | 0.208 | 0.063 | 0.130 | 0.040 | 0.001 |
| Job Satisfaction | | | | | |
| Instrumental Link Defection | -0.164 | 0.049 | -0.200 | 0.059 | 0.001 |
| Instrumental Normative | 0.516 | 0.076 | 0.387 | 0.054 | 0.000 |
| Expressive Strength | 0.211 | 0.064 | 0.153 | 0.047 | 0.001 |
| Normative Commitment | | | | | |
| Instrumental Link Defection | -0.227 | 0.067 | -0.191 | 0.056 | 0.001 |
| Instrumental Normative | 0.700 | 0.098 | 0.364 | 0.051 | 0.000 |
| Expressive Strength | 0.309 | 0.101 | 0.155 | 0.051 | 0.002 |

Note. N = 318. Estimate = Unstandardized parameter estimate. S.E. = Standard error; STD Estimate = Standardized parameter estimate.

# CHAPTER 4
# DISCUSSION

This study addressed current gaps in the turnover literature related to the role of social relations at work as they affect job attitudes and turnover intent. Using Burt's (1992) methodology, I extended past research to determine whether social relations representing social capital accumulation (network status, range, and strength), protection (normative pressure to stay, spousal pressure), and loss (link defection) might explain additional variance in turnover intent beyond that of traditional turnover antecedents. In support of growing calls to probe social tie quality and content (Holtom et al., 2008; Zhang et al., 2012), I also explored the different roles played by expressive and instrumental social ties as they contribute to the prediction of turnover intent in a sample of employed adults.

To date, most studies have isolated network social relations (e.g., network centrality, at-work friends; Feeley, 2003, 2008) or measured them indirectly in part of a larger concept (job embeddedness) in predicting turnover behavior and turnover intent. Although these studies demonstrate the impact of relational variables on turnover, there has been no research to date examining the impact of social network relations in the context of traditional turnover predictors.

The historical isolation of psychological and social network approaches to turnover has not permitted evaluation of how social relations and job attitudes may independently and jointly contribute to turnover intent. Previous theorizing and work by Mitchell and colleagues (2001) suggest a direct negative relationship between the number of ties an individual maintains and turnover intent. The expansion of social tie

measurement in this study permits examination of the role that different social characteristics may play in turnover intent.

The findings of this study contribute to our knowledge about the role of social relations in turnover intentions. Consistent with notions advanced by Mitchell et al. (2001), I found support for the unique effects of three relational drivers of turnover intentions: instrumental strength, instrumental normative pressure to stay, and expressive link defection. However, my findings also suggest that the direct impact of social relations on turnover intentions may be more limited than previously suggested, as shown by results indicating partial and full mediation of all other relational measures through traditional variables (e.g., organizational commitment and job satisfaction). Further, results of analyses investigating the potential moderating effects of organizational tenure on the social relation-turnover intention relation suggest that the impact of social relations also depends on the length of time an individual has been with the organization. Taken together these results provide only partial evidence for the importance and value of relational variables in the prediction of turnover intentions.

### 4.1 Direct Effects

The findings provide modest support for the general claim that social relations measures add unique information not accounted for by traditional attitudinal predictors. Using the social relations measures that were created for this study yielded a 4% increase in VAF beyond that of VAF accounted for by traditional attitudinal predictors. In contrast, the Mitchell et al (2001) 7-item organizational links measure (that includes tenure-related items) added only 1.0% to VAF, and a reduced 4-item measure of organizational links that did not include tenure-related items only added 0.3% to VAF.

Although these results show some support for the use of social relations to predict turnover intentions, the pattern of results obtained indicates that the predictive validity of relational measures used in this study is not well-captured by organizational links measures that assess size, rather than type of social ties.

Three workplace social relations and spousal pressure were found to significantly, directly affect turnover intent. First, as expected, the study found that instrumental (but not expressive) normative pressure to stay significantly and negatively predicted turnover intent, such that only normative pressure from respected advisors who provide task- and career-related information was associated with lower turnover intentions. This pattern of findings is consistent with the notion that advisors and others with knowledge about the potential economic and work benefits of staying are likely to have a stronger effect on reducing turnover intentions than friends who exert non-instrumental pressure to stay (Fishbein & Ajzen, 2005; Hom, Mitchell, Lee, & Griffeth, 2012).

Second, as expected, I found that expressive (but not instrumental) link defection exerted a significant, positive influence on turnover intent. This finding suggests individuals are more inclined to look at the behavior of similar others, rather than advisors, when evaluating whether to seek alternative employment, especially given the high levels of risk and uncertainty that often characterize turnover. The positive influence of coworkers who are likely to leave appears to have direct and positive influence on turnover intentions can influence other individuals through communicating their intentions to depart, demonstrating job search behavior, or directly urging them to quit (Bartunek, Huang, & Walsh, 2008; Mowday, Porter, & Steers, 1982). In this study, friends have especially strong influence, which supports Kilduff (1990) that individuals

tend to make career decisions that are similar to those of their friends. Additionally, the direct effect of expressive link defection provides evidence for the process of "turnover contagion" (Krackhardt & Porter, 1986), in which leavers' actions are posited to stimulate others to contemplate quitting by signaling the appropriateness of quitting and/or viability of alternatives (based on social comparison theory; Felps et al., 2009; Ng & Feldman, 2013). Turnover contagion can also be due to the likely loss of social capital and resources as leaving individuals bring along with them the resources they provide to a network; thus reducing the value of the network and job itself (Groysberg & Abrahams, 2006) making turnover more likely for stayers.

Third, surprisingly, I found that instrumental strength significantly, positively predicted turnover intent. I proposed that instrumental strength would have a negligible effect on turnover intent because of contrasting forces that strong ties allow the transfer of complex information, but limit the existence and benefits of weak ties, which provide non-redundant and novel information (Fang, Duffy, & Shaw, 2011; Hansen, 1999). However, I found instrumental strength or the frequency with which individuals interact with advisors in their networks (Morrison, 2002) increased turnover intent. This positive relationship may be due to the operationalization of instrumental strength, in that, it is measured by the frequency of contact. Employees having extensive contact with advisors may provide additional resources and information (Lin, Cook, & Burt, 2001), but it also may result in overload that could cause work stress and reduce organizational attachment (Kim, Price, Mueller, &Watson, 1996). Additionally, such frequent contact may increase a sense of obligation to participate in activities beyond an employee's role, such as off-

hours activities with coworkers, which may reduce quality time with family members (Hom & Kinicki, 2001) and potentially lead to greater turnover intent.

Finally, the study found spousal pressure significantly, negatively predicted turnover intent. Beyond the normative pressure stemming from social ties within the workplace, this finding supports research that has demonstrated the impact of normative pressure from spousal or partner expectations (Van Breukelen, Van der Vlist, & Steensma, 2004; van Dam, Van der Vorst, & Van der Heijden, 2009). This study adds to the growing evidence that suggests the decision to quit is a joint one, between employees and their spouses or partners (Smith & Moen, 1998, 2004).

### 4.2 Mediated Effects

This study also examined the pathway and relationships between different social relations, job attitudes, and turnover intent by examining the extent to which job attitudes mediate different social relations. Affective commitment, job satisfaction, and normative commitment were found to be significant predictors of turnover intent, however, continuance commitment and perceived job alternatives were not. Existing research only supports a weak relationship between continuance commitment and turnover intent ($\rho$ = -.18), so its non-significant effect was not surprising. Perceived job alternatives, however, typically exhibits a strong relationship with turnover intent, so the exclusion from the model was more surprising. Given the relatively low turnover intent of the sample (2.84 on 7-point scale), participants may not have been informed on alternative jobs potentially leading to a negligible relationship with turnover intent.

Two direct effects on turnover intent, expressive link defection and spousal pressure, were not mediated by organizational commitment or job satisfaction, which

suggests they operate independent of job attitudes and address issues in the broader turnover literature. As mentioned above, expressive link defection provides evidence for the process of turnover contagion and spousal pressure demonstrates that turnover is a joint decision, both of which found not to be accounted for by job attitudes. However, expressive strength, instrumental status, instrumental link defection, and expressive normative pressure to stay were fully mediated suggesting that these workplace relationships represent distal determinants of turnover intent that gain their impact through their effects on more proximal job attitudes. These results provide more compelling empirical support for previous empirical work by DeConinck (2011), Feeley (2000), and Morrison (2002) that workplace relationships impact turnover intent through cognitive- and affective-driven (job satisfaction, affective commitment, and normative commitment) attitudes.

The relationships between expressive strength (close friendships), job attitudes, and turnover intent provide support for the embedding influence of social identity and psychosocial support (Sias and Cahill, 1998). When employees feel a part of trusting and supportive relationships, they are more likely to be attached to those friends and the organization (Maertz & Griffeth, 2004). Additionally, the impact of instrumental status (Morrison, 2002) provides value in predicting turnover intent and helps identify how supervisor-related constructs interact with job attitudes. In this case, an overreliance on superiors or supervisor relationships may be a detriment to employee well-being. Such superior-heavy networks may add additional stress to employees (Clarkberg and Moen 2001; Moen and Yu 2000) or the relationships may not be "positive" (e.g., hindrance network). For example, a supervisor may provide task and career-related advice, but the

focal individual may dislike the supervisor. Or, for example, a superior-heavy network might lead to employee micromanaging and reducing employee autonomy. Future research should examine negative or hindrance relationships to better understand the negative effect of instrumental status on affective commitment.

Instrumental link defection and expressive normative pressure to stay were mediated by affective and normative commitment suggesting the loss of trusted advisors and pressure from friends to stay foster greater obligation to and emotional attachment to the organization. Thus, both are distal determinants of turnover intent that gain their impact through their effects on more proximal job attitudes. The negative effects of instrumental link defection support Feeley and Barnett (1997), who found more leavers among employees tied to exiting coworkers, while Ng and Feldman (2013) similarly observe that employees seeing others leaving become less embedded in their job. The positive effects of expressive normative pressure to stay support the notion that prospective leavers often consult close friends about whether or not they should leave (Burt, 1997; Higgins & Thomas, 2001). This pressure to stay actually builds a greater sense of obligation to and pride for the organization through affective and normative commitment. In sum, the study contributed not only to understanding social relations at work, but the broader framework of the work environment.

### 4.3 Exploratory Findings

Organizational tenure moderated the effect of expressive link defection and instrumental normative pressure to stay on turnover intent, such that there were stronger effects on turnover intent for employees with longer tenure suggesting workplace relationships are more important for more senior employees. Workplace socialization

research consistently demonstrates the value of newcomer socialization in the assimilation, attachment, and commitment of employees (Allen, McManus, & Russell, 1999; Nelson, Quick, & Joplin, 1991), but building friendships and valuable advisor relationships take time (Lin, 2001; Morrison, 2002), which is supported by the moderation by organizational tenure. Organizations need to identify ways to boost employee interaction to foster identity and peer-to-peer attachment. Increasing the speed of connections and strength of relationships for newer employees may produce greater effects on turnover intent.

Additionally, exploratory analyses examined the functioning of Model 4 in predicting four additional turnover-related outcomes and maximized the fit of each of the four new models predicting turnover-related outcomes. The findings demonstrated that across turnover-related outcomes expressive link defection and instrumental normative pressure to stay produce direct, significant effects. This buttresses the primary findings that when considering leaving the organization individuals consult trusted advisors and are less likely to stay when losing workplace friendships. However, the direct effect expressive link defection exerts on turnover intent declines as the time horizon of the likelihood to turnover increases suggesting expressive link defection is less valuable when projecting in the more distant future, whereas the direct effect of instrumental normative pressure to stay is stable. Unlike Model 4 for turnover intent, instrumental strength was not significant and was excluded from the best fitting models for all four outcomes suggesting the small effect that frequency of contact with advisors has on turnover intent may not be as valued when projecting turnover years from now. Moreover, mediated effects remain similar between outcomes as expressive strength,

instrumental status, instrumental link defection, and expressive normative pressure to stay are distal determinants of more proximal job attitudes.

### 4.4 Practical Implications

From a practical standpoint, the role of social relations between workers has implications for a number of human resource management practices. Over the past few decades, organizations have become increasingly team-centric (Richter, Dawson, & West, 2011) and numerous studies have documented the importance of team member relations in accomplishing high levels of team performance (e.g., Dionne, Yammarino, Atwater, & Spangler, 2004; Salas, Cooke, & Rosen, 2008). The results of this study expand this perspective on the importance of team member relations to a new area; namely, turnover intentions. Rather than merely assessing increasing links (Mitchell et al., 2001) or broad coworker and supervisor satisfaction, employers might have alternative methods to defend against voluntary turnover.

First, the study provided information on the psychological process through which turnover by one team member may affect other team members. Turnover by one team member (link defection) affects other team members by increasing intent to turnover. A similar model, turnover contagion, has been documented to increase the turnover intent of stayers and reduce organizational performance (Felps et al., 2009). The study also noted that normative pressures from advisors predicted intent to leave. Given the influence of coworkers over withdrawal decisions, firms could build network ties within offices and strengthen coworker prescriptions to stay by promoting team meetings or cross-functional team projects (Holtom et al., 2006). Close relationships need to be fostered quicker, as individuals with longer tenure are more likely to listen to colleagues' advice (normative

pressure) on deciding to leave an organization. Such information is particularly important when considering the implementation of particular organizational socialization practices (such as mentoring), as well as job design interventions (e.g., flexible work, frequent rotation of job assignments, and self-managed teams) that may promote or hinder the development of different types of social relations that mitigate turnover intent.

Similarly, the findings of this study also indicate that normative pressure from spouses or partners predicted intent to leave. Given the influence of spouses or partners over withdrawal decisions, firms could build network ties between the office and community (e.g., holiday parties, corporate events) and promote external reputations (eliciting spousal pride; Ramesh & Gelfand, 2010). They can also strengthen spousal prescriptions to stay by subsidizing home buying or help employees' spouses find local employment (Holtom et al., 2006). Moreover, sponsoring social and recreational activities involving employees' spouses and families may breed interfamily ties (Hom & Xiao, 2011).

Furthermore, evidence for the potential differential impact of different social relations on key job attitudes has a number of implications for organizational development efforts aimed at building employee resilience to turnover. For example, the significant impact of expressive network strength on job satisfaction and affective commitment suggests that organizations may wish to promote events that allow for networking opportunities. According to Gallup studies (Harter, Schmidt, & Keyes, 2003), having a few close relationships at work—not necessarily many—is essential for retention and job engagement. To foster friendship, they may design work in teams or physically arrange workspaces to promote interaction. Alternatively, the significant,

negative effects of instrumental status on affective commitment suggest that organizations need to focus on building peer-to-peer relations and developing cohesive teams.

### 4.5 Limitations

There are several limitations to the present study that warrant note. First, all measures collected in this study were self-report, introducing the potential for common-method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Second, the study did not assess actual voluntary turnover. Third, the study used an egocentric network approach, not a whole-network approach. Fourth, the study did not account for all workplace relationships or external social capital effects. Fifth, the study was susceptible to self-selection bias due to the sampling strategy. The potential effects of each of these limitations on the obtained results are discussed below.

First, the measures of all study variables were collected from the same source, using the same method, at the same time point, increasing the potential for common-method bias (see Spector & Brannick, 2009). However, while common-method bias may inflate observed correlations between variables measured with the same method, leading researchers on this topic suggest that this bias can be minimized by temporally and/or spatially distributing measurements of the constructs of interest (Podsakoff et al., 2003). In the current study, in an attempt to distribute the measurement of predictor and outcomes variables, the measures were separated by personality measures, bogus items, and egocentric measures, but the temporal difference was still within minutes. Additionally, because of single point assessment, the relationships between variables may not be in the specified directions. By that, I mean turnover intent may predict job

attitudes or the relationship may be because of a common third variable, instead of the model specified. Future research should minimize the potential for common-method bias by temporally distributing predictor and outcome measures.

Second, the current study did not assess voluntary turnover, so findings are not generalizable to understanding turnover behavior. However, intent to turnover remains the strongest predictor of turnover. Mobley's (1977) model noted that an employee's intention to turnover was "the last step prior to actual quitting" (p. 237). Mobley's model places the construct "intention to turnover" as the immediate and direct precursor to turnover behavior. Intentions are hypothesized to mediate the effect of other cognitive, affective, and contextual variables for the prediction of behavior, which is supported within numerous behavioral domains (Ajzen, 2001; Wanberg, Glomb, Song, & Sorenson, 2005). Thus, the effect of such variables on behavior is presumed to be funneled through intentions (i.e., intentions capture individuals' perceptions and evaluations), which directly drive behavior. Researchers have come to rely on employee intentions to turnover as a powerful predictor of—and frequently investigational proxy for—turnover behavior, but future research should include the measurement of voluntary turnover to assess the direct effects on turnover, not just predicting multiple turnover-related indices (e.g., intent and likelihood at time intervals).

Third, the current study did not assess the whole-network of each participant. The egocentric design was sufficient for the current study because it allowed for the measurement of individual networks (e.g. friendship, status) and their perceptions. However, it is restricted to out-degree relationships (i.e., number of employees the focal employee reports; Feeley et al., 2008) and doesn't allow in-degree relationships (i.e.,

number of employees who reported a relationship with focal employee); thus ignoring how others feel about the focal employee or participant. Additionally, egocentric design is limited in the assessment of a network structure because it relies strictly on the focal individual's reference point, whereas a whole-network design accounts for all nodes (individuals) within a network (e.g., every employee for a restaurant) allowing structural measurement of centrality or density, which have been shown to impact turnover and turnover intent (Feeley et al., 2008). Future research should include whole-network assessment to capture the in- and out-degree measurement of participants' relationships at work. At minimum, in-degree measurement would provide reliability of out-degree perceptions from the focal employee.

Fourth, the current study used an egocentric design that only included the assessment of instrumental, expressive, and spousal relationships. The study sampled contacts residing in two subsystems and furnishing two kinds of social capital (e.g., instrumental or expressive). There are additional relationships that may contribute to the prediction of turnover intent, for example, a "hindrance network" that identifies people who impede one's work (Cross & Parker, 2004), may have a negative effect on attachment and lead to turnover. Additionally, the models may possibly underestimate external social capital effects by overlooking the number of and strength of ties to external professional contacts (Higgins, 2001b; Lin, 2001). These professional contacts may decrease organizational attachment through the presentation of additional opportunities. Future research should examine a more holistic internal and external environment to assess additional drivers of turnover and turnover intent.

Fifth, the study sampled from the online survey panel Mechanical Turk (Berinsky, Huber, & Lenz, 2012; Buhrmester, Kwang, & Gosling, 2011; Paolacci, Chandler, & Ipeirotis, 2010). While a Mechanical Turk sample allows for examination of relations across a broad range of demographic and organization characteristics, it is also subject to self-selection bias. Self-selection bias occurs in any situation in which individuals select themselves into a study or group, causing a biased sample with nonprobability sampling. This may lead to a non-representative sample because the characteristics of the participants which caused them to select themselves into the study may create abnormal or undesirable conditions in the study.

### 4.6 Future Research

My expanded view of the social environment at the workplace would benefit from further examination. First, research should extend the measurement of the criterion beyond intent and likelihood to include turnover behavior. This would require gathering field data and most likely a longitudinal study. Further research might also explore the impact of workplace shocks or events (Burton et al., 2010) related to network relationships. In the current study, link defection demonstrated a positive relationship with turnover intent, but the study only assessed the likelihood of leaving. Additional research may gather data post network members leaving and/or and examine additional aspects of the relationship. For example, there may be differences in effect based on valence of relationship (i.e., positive or negative relationship) or if the individual is a peer or superior. I recommend investigating whether employees truly lose network members and their associated resources when advisors or friends quit or whether some strive to maintain the relationship (e.g., still friends, follow them to a new workplace). Lastly, I

suggest examining more proximal or personal relationships and the impact they may have on turnover intentions and behavior. The current study found friends and spouses/partners impact turnover intent, which suggests that close personal and affective relationships play a larger role in decision making than more transactional or task-centered relationships.

## 4.7 Summary and Conclusion

Until recently, relatively little attention was directed toward the role that an individual's social ties or relationships with others at work may play in turnover intentions (Holtom, Mitchell, Lee, & Eberly, 2008; Mitchell & Lee, 2001), even though social relations at work is especially important in today's workplace because of the emphasis on teams and collaboration (Richter, Dawson, & West, 2011). This study showed the importance of social relationships by demonstrating the influence of advisor and spousal normative pressure to stay and the likely loss of workplace friendship on turnover intent. Moreover, strong friendships promote resiliency against turnover intent by promoting job satisfaction and commitment. And surprisingly, frequent contact with superiors and maintaining a high status network reduce opposition to turnover, possibly through exceeding demands and lack of peer support (Kim et al., 1996).

In conclusion, the study provided a broad extension of traditional turnover models, assessed how social relationships supply social capital to job incumbents (via network relationships and structure), issue normative pressures (to retain incumbents' assets), and protect against loss (link defection). The study revealed that integrating social capital, organizational commitment, and job satisfaction concepts promotes understanding and prediction of intent to leave. The study determined that attitudinal predictors of turnover intent do not fully capture what drives decisions to stay or leave.

Rather, individuals consider advisor strength, normative pressure from others, and friends leaving the organization when deciding to stay or leave.

## APPENDIX A

## QUALIFICATION TEST

1. How long have you worked fulltime (at least 40 hours/week)?
    a. Less than 12 months
    b. 1-5 years
    c. 6-10 years
    d. 11-15 years
    e. 16-20 years
    f. 21-25 years
    g. 26-30 years
    h. Greater than 30 years
2. Which of the following best describes your current work status?
    a. Currently employed fulltime, and never retired
    b. Currently employed part-time and never retired
    c. Self-employed and never retired
    d. Previously retired and now working fulltime
    e. Previously retired and now working part-time
    f. Previously retired and now self-employed
    g. Retired and looking for employment
    h. Retired and not working or looking for employment
    i. Unemployed, not retired, and looking for employment
3. What is your current age?
    a. Less than 18
    b. 18-25
    c. 26-32
    d. 33-38
    e. 39-44
    f. 45-50
    g. 51-56
    h. 57-62
    i. 63-65
    j. 65 or greater
4. How many people work for your current organization?
    a. Less than 50
    b. Greater than 50, but less than 100
    c. Greater than 100, but less than 200
    d. Greater than 200
5. How many hours a week do you work from home or work virtually?
    a. Less than 10 hours a week
    b. Greater than 10, but less than 20 hours a week
    c. Greater than 20, but less than 30 hours a week
    d. Greater than 30, but less than 40 hours a week
    e. Greater than 40 hours a week
6. What is your current living status?

a. Married or living with partner/significant other
b. Not married or living together, but in a committed relationship
c. Single and divorced
d. Single and spouse deceased
e. Single and never married

## APPENDIX B

## DEMOGRAPHIC AND WORK INFORMATION

Please fill out the following demographic and work-related information:

1. What is your age (years)? ____
2. What is your gender?
    a. Male
    b. Female
3. Which of the following best describes your identity?
    a. Caucasian
    b. African American
    c. Asian
    d. Hispanic
    e. Two or more races
    f. Other (Please specify) _____
4. What is the highest level of school you have completed or the highest degree you have received?
    a. Less than high school degree
    b. High school degree or equivalent (e.g., GED)
    c. Some college, but no degree
    d. Associate degree
    e. Bachelor degree
    f. Graduate degree
5. What is your current living status?
    a. Married or living with partner
    b. Single and divorced
    c. Single and spouse deceased
    d. Single and never married
6. Do you have children living at your home?
    a. Yes
    b. No
7. Approximately what is your current annual salary?
    a. 0-25,000
    b. 26,000-50,000
    c. 51,000-75,000
    d. 76,000-100,000
    e. 101,000-125,000
    f. 126,000+
8. What is your current job title? _____
9. How long have you worked in your current industry (years)? _____
10. How long have you been with your current organization/firm (years)? _____
11. How long have you been in your current position (years)? _____
12. How many people work for your current organization?
    a. Less than 100

b. Greater than 100, but less than 250
c. Greater than 250, but less than 500
d. Greater than 500, but less than 1000
e. Greater than 1000

13. Which category below best describes your occupation?
    a. Management
    b. Business and Financial Operations (e.g., Financial Analyst, Human Resource, Logisticians)
    c. Computer and Mathematical (e.g., Software Developer, Computer Support, Statisticians)
    d. Architecture and Engineering (e.g., Engineer, Architect, Surveyors or Drafters)
    e. Life, Physical, and Social Science (e.g., Psychologist, Sociologist, Scientist)
    f. Community and Social Service (e.g., Counselor, Social Worker, Religious Worker)
    g. Legal (e.g., Lawyer, Judge, Paralegal)
    h. Education, Training, and Library (e.g., Teacher, Librarian, Teaching Assistant)
    i. Arts, Design, Entertainment, Sports, and Media (e.g., Fashion Designer, Athlete, Actor, Broadcaster, Media)
    j. Healthcare Practitioners and Technical (e.g., Dentist, Pharmacist, Doctor, Therapist)
    k. Healthcare Support (e.g., Medical Assistants, Orderlies, Massage Therapist)
    l. Protective Service (e.g., Firefighter, Police Officers, Animal Control)
    m. Food Preparation and Serving Related (e.g., Cook, Bartender, Waiter)
    n. Building and Grounds Cleaning and Maintenance (e.g., Janitor, Pest Control, Landscaper)
    o. Personal Care and Service (e.g., Animal Trainer, Usher, Barber)
    p. Sales and Related (e.g., Retail Salesperson, Insurance Agent, Travel Agent)
    q. Office and Administrative Support (e.g., Bill Collector, Receptionist, Postal Service)
    r. Farming, Fishing, and Forestry (e.g., Farmer, Animal Breeder, Logger)
    s. Construction and Extraction (e.g., Carpenter, Electrician, Roofer)
    t. Installation, Maintenance, and Repair (e.g., Auto Mechanic, Home Appliance Repairer, Locksmith)
    u. Production (e.g., Butcher, Furniture maker, Shoe Repairer)
    v. Transportation and Material Moving (e.g., Pilot, Ambulance Driver, Taxi Driver)

14. What is your occupational level?
    a. Executive
    b. Director
    c. Manager/Supervisor
    d. Experienced/Senior Staff

e. Entry Level or First Year Staff

## APPENDIX C

## TRADITIONAL TURNOVER MODEL

### Organizational Commitment

Think about your job and the organization you work for. Read each statement below carefully and honestly indicate your agreement or disagreement to each statement.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

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

### Job Satisfaction

Think about your job in general. Read each statement below carefully and honestly indicate your agreement or disagreement to each statement.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

1. All in all, I am satisfied with my job.
2. In general, I don't like my job.
3. In general, I like working here.

### Perceived Job Alternatives

Think about job opportunities outside your current organization. Read each statement carefully and indicate your agreement/disagreement to each statement.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

1. There are many jobs available similar to mine.
2. I can find another job doing exactly what I am doing now.
3. There are many jobs available that are as good as or better than mine.

**Job Satisfaction – General**

Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, write "Yes" if it describes your job; "No" if it does not describe it; "?" if you cannot decide.

1. Good
2. Undesirable
3. Better than most
4. Disagreeable
5. Makes me content
6. Excellent
7. Enjoyable
8. Poor

**Job Satisfaction – Coworker**

Think of the majority of people with whom you work or meet in connection with your work. How well does each of the following words or phrases describe these people? In the blank beside each word or phrase below, write "Yes" if it describes the people with whom you work; "No" if it does not describe them "?" if you cannot decide.

1. Boring
2. Slow
3. Responsible
4. Smart
5. Lazy
6. Frustrating

**Job Satisfaction – Supervisor**

Think of the kind of supervision that you get on your job. How well does each of the following words or phrases describe this? In the blank beside each word or phrase below, write "Yes" if it describes the supervision you get on the job; "No" if it does not describe it; "?" if you cannot decide.

1. Praises good work

2. Tactful
3. Influential
4. Up to date
5. Annoying
6. Knows job well

## APPENDIX D

## TURNOVER MEASURES

### Turnover Intent

Think about your job and the organization you work for. Read each statement below carefully and honestly indicate your agreement or disagreement to each statement.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

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

### Turnover Confidence

Use the scale below to rate the overall likelihood **and** your confidence **that you will have left this job by each time point.**

Scale: 0% ....10%...20%...30%...40%....50%....60%.....70%....80%...90%.....100%

SIX MONTHS from now:
The likelihood that I will have left this job: _____
My confidence in this rating: _____

ONE YEAR from now:
The likelihood that I will have left this job: _____
My confidence in this rating: _____

TWO YEARS from now:
The likelihood that I will have left this job: _____
My confidence in this rating: _____

FIVE YEARS from now:
The likelihood that I will have left this job: _____
My confidence in this rating: _____

### Turnover: Percent Salary Increase

Indicate below how much of a percent increase in your salary would be required for YOU to leave your current job for another job (assuming that you would not have to make a change in geographic location, schedule, etc.)

For what percent of your CURRENT salary would you DEFINITELY leave this job for

another job: (check only one)

_____ 75% (25% less than my current salary)
_____ 100% (same as my current salary)
_____ 125%
_____ 150%
_____ 175%
_____ 200% (Double my current salary)
_____ More than double my current salary

**Turnover Open-Ended**

When people think about leaving a job, they often consider the quality of their relationships with those they work with. Take a minute to think about your work relationships in general.

1. What *work relationship factors* would definitely commit YOU to **leaving your job**?
2. What *work relationship factors* would definitely commit YOU to **remaining** in your job?

## APPENDIX E

## EGOCENTRIC NETWORK ANALYSIS

### Instrumental Network Name Generator

Please write the initials of people at your organization who have been regular and valuable sources of job-related or firm-related information for you. Feel free to list as many or as few people that are relevant.

| | Initials |
|---|---|
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| 6. | |
| 7. | |
| 8. | |
| 9. | |
| 10. | |
| 11. | |
| 12. | |

### Instrumental Network Status

Please indicate each person's hierarchical level within the organization relative to your own.

| Initials | Below one's level | Equal to one's level | Above one's level | Above-supervisory level |
|---|---|---|---|---|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| … | | | | |

### Instrumental Network Strength

Please indicate the average frequency with which you talk to or exchange information with each individual.

| Initials | Less than once a month | Once or twice a month | 3-5 times a month | A few times a week | Daily |
|---|---|---|---|---|---|
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |

…

**Instrumental Network Range**

Please indicate each individual's organizational function relative to yours.

| | Initials | Same as yours | Different than yours |
|---|---|---|---|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| … | | | |

**Instrumental Link Defection**

Based on your interactions with each individual please indicate the likelihood each individual will quit in the near future.

| | Initials | Very Unlikely | Unlikely | Somewhat Unlikely | Somewhat Likely | Likely | Very Likely |
|---|---|---|---|---|---|---|---|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| … | | | | | | | |

**Instrumental Normative Pressure**

Based on your interactions with each individual to what extent does each individual think you should remain employed by your current organization?

| | Initials | Not at all | Somewhat wants you to stay | Wants you to stay | Wants you to stay very much |
|---|---|---|---|---|---|
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |
| … | | | | | |

**Expressive Network Name Generator**

Please write the initials of people at organization who you consider to be friends, that is, people whom you might choose to see socially outside of work or when you are not working together.

| | Initials |
|---|---|
| 1. | |
| 2. | |

3.
4.
5.
6.
7.
8.
9.
10.
11.
12.

**Expressive Network Status**

Please indicate each person's hierarchical level within the organization relative to your own.

| Initials | Below one's level | Equal to one's level | Above one's level | Above-supervisory level |
|---|---|---|---|---|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| … | | | | |

**Expressive Network Strength**

Please indicate how close you are to the individual (e.g., very good friends, acquaintances).

| Initials | Distant | Less than Close | Close | Very Close |
|---|---|---|---|---|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| … | | | | |

**Expressive Network Range**

Please indicate each individual's organizational function relative to yours.

| Initials | Same as yours | Different than yours |
|---|---|---|
| 1. | | |
| 2. | | |
| 3. | | |
| … | | |

## Expressive Link Defection

Based on your interactions with each individual please indicate the likelihood each individual will quit in the near future.

| Initials | Very Unlikely | Unlikely | Somewhat Unlikely | Somewhat Likely | Likely | Very Likely |
|---|---|---|---|---|---|---|
| 1. | | | | | | |
| 2. | | | | | | |
| 3. | | | | | | |
| … | | | | | | |

## Expressive Normative Pressure

Based on your interactions with each individual to what extent does each individual think you should remain employed by your current organization?

| Initials | Not at all | Somewhat wants you to stay | Wants you to stay | Wants you to stay very much |
|---|---|---|---|---|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| … | | | | |

## Spousal Pressure

Think about your spouse, partner, or significant other in your life. Read each statement carefully and respond honestly. If not you not have a spouse, partner, or significant other, please respond "not applicable."

1. To what extent does your spouse, partner, or significant other think you should remain employed by your current organization?
    a. Not at all
    b. Somewhat wants you to stay
    c. Wants you to stay
    d. Wants you to stay very much
2. What importance do you attach to your partner's opinion on the decision to stay employed by your current organization?
    a. Very unimportant
    b. Unimportant
    c. Neither unimportant or important
    d. Important
    e. Very important

## APPENDIX F

## JOB EMBEDDEDNESS MEASURES

### Job Embeddedness Fit

Think about your job and the organization you work for. Read each statement below carefully and honestly indicate your agreement or disagreement to each statement.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

1. I like the members of my work group
2. My coworkers are similar to me
3. My job utilizes my skills and talents well
4. I feel like I am a good match for this company
5. I fit with the company's culture
6. I like the authority and responsibility I have at this company
7. My values are compatible with the organization's value
8. I can reach my professional goals working for this organization
9. I feel good about my professional growth and development

### Job Embeddedness Links

Think about your job and the organization you work for. Please answer the following questions carefully and honestly

1. How many coworkers do you interact with regularly?
2. How many coworkers are highly dependent on you?
3. How many work teams are you on?
4. How many work committees are you on?

### Job Embeddedness Sacrifice

Think about your job and the organization you work for. Read each statement below carefully and honestly indicate your agreement or disagreement to each statement.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

1. I have a lot of freedom on this job to decide how to pursue my goals
2. The perks on this job are outstanding
3. I feel that people at work respect me a great deal
4. I would sacrifice a lot if I left this job
5. My promotional opportunities are excellent here
6. I am well compensated for my level of performance
7. The benefits are good on this job
8. The health-care benefits provided by this organization are excellent
9. The retirement benefits provided by this organization are excellent

10. The prospects for continuing employment with this company are excellent

**Global Job Embeddedness**

Think about your job and the organization you work for. Read each statement below carefully and honestly indicate your agreement or disagreement to each statement.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

1. I feel attached to this organization.
2. It would be difficult for me to leave this organization.
3. I'm too caught up in this organization to leave.
4. I feel tied to this organization.
5. I simply could not leave the organization that I work for.
6. It would be easy for me to leave this organization.
7. I am tightly connected to this organization.

## APPENDIX G

## PERSONALITY MEASURES

### BFI Extraversion

Please read each statement below carefully and indicate your agreement with each.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

I am someone who….

1. Is talkative
2. Is reserved
3. Is full of energy
4. Generates a lot of enthusiasm
5. Tends to be quiet
6. Has an assertive personality
7. Is sometimes shy, inhibited
8. Is outgoing, sociable

### Self-Esteem

Please read each statement below carefully and indicate your agreement with each.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

1. I feel that I am a person of worth, at least on an equal plane with others.
2. I feel that I have a number of good qualities.
3. All in all, I am inclined to feel that I am a failure.
4. I am able to do things as well as most other people.
5. I feel I do not have much to be proud of.
6. On the whole, I am satisfied with myself.
7. I wish I could have more respect for myself.
8. I certainly feel useless at times.
9. At times I think I am no good at all.
10. I take a positive attitude toward myself.

### Affiliation

Please read each statement below carefully and indicate your agreement with each.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

1. I spend a lot of time talking to other people.
2. I am a "people" person.
3. When I have a choice, I try to work in a group instead of by myself.
4. I prefer to do my own work and let others do theirs.
5. I try my best to work alone on a work assignment.

## Achievement

These items ask you to respond to statements about your attitudes, opinions, and behaviors. Read each statement carefully, and decide whether or not the statement describes you. Some of the statements may refer to experiences you may not have had. Respond to these statements in terms of how true you think it WOULD BE of you.

Very UNTRUE of Me 1 2 3 4 5 6 Very TRUE of Me

1. When I become interested a task, I try to learn as much about it as I can.
2. I set goals as a way to improve my performance.
3. When I am learning something new, I try to understand it completely.
4. If I already do something well, I don't see the need to challenge myself to do better.
5. Even when I have worked hard on a task, I work more because I want to completely understand what I am doing.
6. When learning something new, I focus on improving my performance.
7. I like to take on task assignments that challenge me.
8. I compete with myself -- challenging myself to do things better than I have done before.
9. I am an intellectually curious person.
10. I set high standards for myself and work toward achieving them.
11. I prefer activities that provide me the opportunity to learn something new.
12. I work hard at everything I undertake until I am satisfied with the result.
13. I am naturally motivated to learn.
14. I do not set difficult goals for myself.
15. I thirst for knowledge.
16. My personal standards often exceed those required for the successful completion of a project.

## APPENDIX H

## BOGUS ITEMS

Read each statement below carefully and honestly indicate your agreement or disagreement to each statement.

Strongly Disagree 1 2 3 4 5 6 Strongly Agree

1. I am using a computer or tablet currently.
2. I never work with other people.
3. I do not understand a word of English.
4. I am currently employed full-time.

## APPENDIX H

## OVERVIEW OF HYPOTHESES AND FINDINGS

| Hypotheses | Prediction | Result |
|---|---|---|
| H1 | *Expressive network strength is negatively related to turnover intent.* | Rejected; non-significant effect on turnover intent |
| H2 | *Instrumental network range is negatively related to turnover intent.* | Rejected; non-significant effect on turnover intent |
| H3 | *Expressive network range is negatively related to turnover intent.* | Rejected; non-significant effect on turnover intent |
| H4 | *Instrumental network status is negatively related to turnover intent.* | Rejected; non-significant effect on turnover intent |
| H5 | *Expressive network status is negatively related to turnover intent.* | Rejected; non-significant effect on turnover intent |
| H6 | *Instrumental normative pressure to stay is negatively related to turnover intent.* | Partially supported; Model 4 (-.108; $p$ = .02) |
| H7 | *Expressive normative pressure to stay is negatively related to turnover intent.* | Rejected; non-significant effect on turnover intent |
| H8 | *Spousal or partner normative pressure to stay is negatively related to turnover intent.* | Supported; Model 4 (-.148; $p$ = .001) |
| H9 | *Instrumental link defection is positively related to turnover intent.* | Rejected; non-significant effect on turnover intent |
| H10 | *Expressive link defection is positively related to turnover intent.* | Supported; Model 4 (.108; $p$ = .01 |
| H11 | *The egocentric network model adds variance in predicting turnover intent beyond the traditional turnover model.* | Supported; added 4.0% ($f$ = 3.420; $p$ = .001) |
| H12 | *Affective commitment and job satisfaction mediate the effect of expressive network strength on turnover intent.* | Partially supported; Model 4 (.114; $p$ = .00 and .109; $p$ = .01, respectively) |
| H13 | *Affective commitment and job satisfaction mediate the effects of expressive and instrumental network status on turnover intent.* | Rejected; non-significant effects on affective commitment and job satisfaction |
| H14 | *Affective commitment and job satisfaction mediate the effects of expressive and instrumental network range on turnover intent.* | Rejected; non-significant effects on affective commitment and job satisfaction |
| H15 | *Normative commitment mediates the effects of expressive and instrumental normative pressure to stay on turnover intent.* | Partially supported; Model 4 (.196; $p$ = .00 and .246; $p$ = .00, respectively) |
| H16 | *Normative commitment mediates the effects of expressive and instrumental link defection on turnover intent.* | Partially Supported; Model 4 Instrumental Link Defection (-.192; $p$ = .00) |

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