



Organizational commitment, turnover intentions and the influence of cultural values

S. Arzu Wasti*

The Graduate School of Management, Sabancı University, Turkey

The moderating influence of idiocentrism and allocentrism on the relationship between organizational commitment and turnover intentions was examined. The investigation evolved over two phases. In Study 1, emic (culture-specific) items were generated through in-depth interviews with Turkish employees, and the commitment scales by Meyer, Allen, and Smith (1993) were revised to make them more appropriate for the Turkish context. In Study 2, turnover intentions were predicted as a function of an individual's affective, continuance, normative commitment, and social factors, operationalized as the approval of the family. The results indicated that affective commitment was an important predictor of turnover intentions irrespective of idiocentric or allocentric values. However, normative commitment and social factors were weaker predictors for individuals who endorsed idiocentric, values and social factors were a stronger predictor for allocentrics. These findings underline the importance of a normative perspective on organizational commitment, especially for collectivistic contexts.

Organizational commitment has become an important topic for organizational research because of its association with extra-role behaviours (e.g. Moorman, Niehoff, & Organ, 1993), absenteeism (e.g. Gellatly, 1995) and turnover (e.g. Somers, 1993). Drawing on the early works in the field (e.g. Becker, 1960; Mowday, Porter, & Steers, 1982; Weiner, 1982), Allen and Meyer (1990) proposed a three-component model of organizational commitment. The affective component of organizational commitment refers to employees' emotional attachment to, identification with, and involvement in the organization. The continuance component refers to commitment based on the costs that employees associate with leaving the organization. Finally, the normative component refers to employees' feelings of obligation to remain with the organization. Affective, continuance and normative commitment are viewed as distinguishable components, rather than types of commitment; that is, employees can experience each of these psychological states to varying degrees. Meyer and Allen (1991) argued that common to these approaches is the view that commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for decisions to continue or discontinue membership in the organization. Beyond this, however, the nature of these psychological states differs: each of the three components is proposed to develop as a function of different antecedents and to

*Requests for reprints should be addressed to Dr S. Arzu Wasti, Graduate School of Management, Sabancı University, Orhanlı, 34956 Tuzla, Istanbul, Turkey (e-mail: awasti@sabanciuniv.edu).

have different implications for work-related behaviour other than turnover (Allen & Meyer, 1990; Meyer & Allen, 1991).

Despite these differences in conceptualization and the increasing consensus that organizational commitment is a multidimensional construct, much of the empirical research has focused on the affective perspective. The emphasis on affective commitment has been mostly due to the evidence that affective commitment has the strongest and most consistent relationship with desirable outcomes. However, it is also possible that the interest in an affective and, albeit to a lesser extent, a calculative view of commitment is a function of the fact that much of the research has been conducted in the individualistic North American context, where attitudes and cost-benefit calculations, rather than norms, are the primary determinants of social behaviour (Triandis, 1995). Indeed, normative commitment has generated surprisingly little research interest since the model's inception (see Meyer & Allen, 1997, for a review). Meyer and Allen (1997) have proposed that normative commitment may be a better predictor of job outcomes in collectivist contexts that emphasize strong social ties and obligations. The present study builds on this proposition and tests whether individualistic and collectivistic values measured at the individual level moderate the relationship between organizational commitment and turnover intentions.

Cultural values, organizational commitment and turnover intentions

Of the various cultural dimensions proposed to influence work-related psychological phenomena, individualism and collectivism have been the focus of most theoretical and empirical investigations (Kağıtçıbaşı, 1997; Triandis, 1995). The fundamental distinction between these two cultural syndromes is the construal of the self. In individualism, the self is construed as independent; a unique entity whose behaviour is organized primarily by reference to the individual's own thoughts, feelings and action, rather than by reference to others (Markus & Kitayama, 1991). In collectivism, on the other hand, the self is construed to be interdependent. Interdependence entails seeing oneself as part of an encompassing social relationship and recognizing that one's behaviour is contingent on what the individual perceives to be the thoughts, feelings, and actions of the important others, namely, the in-group (Markus & Kitayama, 1991). In many domains of social life, one's opinions, preferences and needs are assigned secondary roles as the interdependent self results in a desire to maintain in-group harmony, and a tendency to subordinate personal priorities to those of the in-group (Triandis, 1995). This is in contrast to individualists, for whom personal goals often have priority. While relationships are normative for collectivists, individualists maintain relationships as long as they are in line with the individual's preferences and cost-benefit analyses and drop out of groups when personal and group goals become incompatible (Triandis, McCusker, & Hui, 1990). Empirical evidence validating the differential importance of norms versus attitudes in determining social behaviour can be found in several cross-cultural studies. For example, Bontempo and Rivero (1992) showed that the more individualist the country, the more that attitudes, rather than norms, predicted the behavioural intentions of subjects. The more collectivist the country, the more important were norms in predicting behavioural intentions. In a recent study, Suh, Diener, Oishi, and Triandis (1998) showed that subjective well-being depended on emotions in individualistic cultures, whereas norms and emotions were equally strong predictors for collectivists.

Though most research has been cross-cultural, the defining attributes of individualism and collectivism outlined above have been proposed to exist within cultures in the

form of an individual difference (Triandis, Chan, Bhawuk, Iwao, & Sinha, 1995; Wagner, 1995). At the individual level, individualism and collectivism are manifest in the degree to which individuals endorse values, attitudes or norms consistent with notions such as independence and the primacy of personal needs and rights versus those suggestive of interdependence and the primacy of norms and obligations towards the group. When individualism and collectivism are measured at the individual level, they are called idiocentrism and allocentrism, respectively (Triandis, Leung, Villareal, & Clack, 1985). Thus, individualistic societies can be defined as cultures where the modal profile is idiocentric; likewise, in collectivistic societies the modal profile is allocentric (Triandis *et al.*, 1985).

The purpose of the present study is to provide an empirical assessment of the influence of idiocentric and allocentric values on the relationship between organizational commitment and turnover intentions. Based on the argument that the social behaviour of idiocentrics is guided by attitudes, personal rights and contracts, it is proposed that affective and continuance commitment will be better predictors of turnover intentions for individuals who endorse idiocentrism to a greater extent. Indeed, parallel arguments have been made at the societal level, suggesting that in individualist cultures, the employer-employee relationship is a business relationship and that the employee is committed to the organization to the extent that the individual feels that it is to his or her advantage (Allen, Miller, & Nath, 1988; Redding, Norman, & Schlender, 1994). On the other hand, it is postulated that normative commitment will be a better predictor for allocentrics, who tend to behave according to the norms and obligations designed to maintain social harmony among the members of the in-group. Again, there is support for this contention at the societal level, as it has been argued that in collectivist cultures the relationship resembles the traditional mutual obligations in a family, where protection and loyalty are reciprocal (Hofstede, 2001).

Although there is a pervasive tendency to treat individualism and collectivism as polar opposites, recent theorizing and empirical evidence suggests that these constructs do not necessarily form opposite poles but that all individuals and groups have access to both kinds of cognitions and will activate them depending on the situation (Kağıtçıbaşı, 1997). Thus, conceptualizing allocentrism and idiocentrism as independent dimensions, the hypotheses of this study can be stated as follows:

Hypothesis 1a: The more idiocentric an individual, the stronger will be the relationship of affective and continuance commitment with turnover intentions.

Hypothesis 1b: The more allocentric an individual, the weaker will be the relationship of affective and continuance commitment with turnover intentions.

Hypothesis 2a: The more idiocentric an individual, the weaker will be the relationship of normative commitment with turnover intentions.

Hypothesis 2b: The more allocentric an individual, the stronger will be the relationship of normative commitment with turnover intentions.

In addition to testing the moderating influence of idiocentrism and allocentrism on organizational commitment, the present study proposes an addition to the three-component model to include the influence of social determinants in predicting turnover intentions. This argument is based on the broad framework proposed by Triandis's theory of interpersonal behaviour (1980), which argues that there are affective, cognitive or calculative, normative and social determinants of behavioural intentions. The normative component refers to the individual's personal norms, whereas the social factors component is defined as the perceived appropriateness of a particular

behaviour for members of specific reference groups. Several studies have provided strong empirical support for this model in predicting a range of behavioural intentions, including turnover intentions (e.g. Hom & Hulin, 1981). Furthermore, the model has been validated cross-culturally (e.g. Davidson, Jaccard, Triandis, Morales, & Diaz-Guerrero, 1976; Godin *et al.*, 1996; McInerney, 1991) and can be considered as an etic (universal) model for predicting intentions.

It can be argued that there are conceptual similarities between Triandis's model and the three-component model by Meyer and Allen (1991) with respect to the affective, calculative and normative bases of behaviour. However, Triandis (1980) further argues that the individual's internalization of his or her reference group's values, norms, beliefs and the specific interpersonal agreements that the individual has made with others, in specific social situations, constitute social factors that determine behavioural intentions. Indeed, such normative conformity factors are argued to be important predictors of job-related behaviours over and above affective or rational-choice bases (e.g. Kidwell & Bennett, 1993). Accordingly, the present study proposes social factors as a proximal antecedent of turnover intentions in addition to affective, normative and continuance commitment. Furthermore, based on Triandis's (1980) argument that individuals who stress conformity to the views of others and value being dutiful and loyal will give more weight to social factors, it is proposed that individuals who endorse allocentric values will give more importance to social factors. On the other hand, idiocentrics who value independence and prioritize their own goals over group concerns are unlikely to be heavily influenced by social factors. Therefore, the following hypotheses are offered:

Hypothesis 3a: Social factors will explain additional variance over and above the three commitment components in predicting turnover intentions.

Hypothesis 3b: The more idiocentric an individual, the weaker will be the relationship of social factors with turnover intentions.

Hypothesis 3c: The more allocentric an individual, the stronger will be the relationship of social factors with turnover intentions.

The current investigation involved two studies. The purpose of Study 1 was to generate emic (culture-specific) organizational commitment and social factors items. A major shortcoming of the research on organizational commitment has been its relevance mostly to the North American context, not only in terms of the samples investigated but also regarding the scales and constructs used (Randall, 1993). Researchers have typically employed a 'pseudoetic' approach, where instruments composed of items reflecting Western conditions are translated and used in other cultures with little regard to the reliability or validity of the instrument in the new culture. Therefore, the first stage of this research involved the use of in-depth interviews and a pilot test to develop emic items as well as to validate existing organizational commitment scales. In Study 2, the proposed hypotheses were tested.

STUDY 1: SCALE DEVELOPMENT

Methods

Interviews: Participants and procedure

In-depth interviews were conducted with 83 Turkish employees from various organizations. About a third of the sample held at least a bachelor's degree, 7.2% had attended vocational colleges, and 24.1% had a high school qualification. The modal tenure was

between 1 and 5 years (49.4%). Regarding employment, 6% were salespersons, 18.1% were professionals, 20.5% held administrative titles, 18.1% were top-level executives and the remaining 37.3% were blue-collar workers and service personnel. The interviews, which were conducted in a semi-structured format, consisted of open-ended questions probing the respondents' endorsement of each organizational commitment component as well as identifying social factors. From the responses to the interviews a large pool of items was generated and classified into five broad categories including commitment components as well as antecedents. These categories were generalized norms for loyalty, job satisfaction, affective commitment, continuance commitment, and obligatory bonding. The items were then circulated among members of a cross-cultural research group comprising faculty members and doctorate students who provided feedback on whether the item was categorized appropriately and whether the wording of the item was clear. Based on this feedback, a number of items were dropped or rewritten and the final set of items was included in the pilot survey discussed below.

Pilot study: Participants and procedure

The sample consisted of 351 respondents working for various state organizations in Ankara, Turkey. Males accounted for 46.7% of the sample. With respect to education, 86.9% of the male and 85% of the female respondents held at least a bachelor's degree. The average tenure with the current organization was 8.8 and 13.1 years for the male and female respondents, respectively. About 76% of the female and 57% of the male respondents had supervisory, managerial or professional job titles.

Measures

The four predictors of turnover intentions were measured by the emic items generated via the interviews as well as the three-component organizational commitment scales by Meyer, Allen, and Smith (1993), as described in more detail below. The survey also pilot-tested the INDCOL (Singelis, Triandis, Bhawuk, & Gelfand, 1995) as a measure of allocentrism and idiocentrism. The Meyer *et al.* (1993) scales and the INDCOL were translated into Turkish by the researcher and two bilingual academics back-translated the instruments. The items that had discrepancies were rewritten to be clearer and back-translated once again. In addition, other scales, such as job satisfaction (Job Description Index; Smith, Kendall, & Hulin, 1969) and job withdrawal (Hanisch & Hulin, 1990, 1991) were included for validation of the newly developed scales.

Results

For the development of the organizational commitment scale, initially an exploratory factor analysis using maximum likelihood estimation was carried out with both the emic and the Meyer *et al.* (1993) items. The factor analysis yielded a three-factor solution, comparable to the Allen and Meyer (1990) model. Based on the results of the factor analysis, three 'etic-emic' commitment scales were formed with the emic and Meyer *et al.* (1993) items that had high loadings and contributed to the Cronbach's α reliability coefficient. The affective commitment scale was composed of six Meyer *et al.* (1993) and three emic items, the normative commitment scale consisted of four Meyer *et al.* (1993) and four emic items and the continuance commitment scale had

four Meyer *et al.* (1993) and three emic items. The reliabilities of the Meyer *et al.* (1993) versions of the Affective Commitment Scale (ACS) and the Normative Commitment Scale (NCS) were acceptable (.79 and .75). However, although Meyer *et al.* (1993) found a reliability of .74 for their six-item Continuance Commitment Scale (CCS), the present study obtained a reliability of only .58. The reliabilities for the etic-emic affective, normative and continuance commitment scales were .84, .82, and .70, respectively.

Next, using LISREL 8 (Jöreskog & Sörbom, 1993), confirmatory factor analysis was carried out. Specifically, a three-factor model was compared with a one-factor model where all items loaded on one factor and with a two-factor model where one factor was defined by the affective and normative commitment scales, and the second factor was defined by the Continuance Commitment Scale. Then, based on the debate in the literature regarding the dimensionality of CCS (e.g. Dunham, Grube, & Castaneda, 1994; Hackett, Bycio, & Hausdorf, 1994), the fit of a four-factor model with affective commitment, normative commitment, and two subdimensions of continuance commitment, namely 'high personal sacrifice' and 'lack of alternatives' was tested. The same analyses were also carried out with the etic-emic scales.

Table 1 shows that the three-factor model showed significant improvement in fit over the one- and the two-factor models both in the Meyer *et al.* (1993) and in the etic-emic versions. The improvement over the two-factor model was $\Delta\chi^2(2, N=318)=61.06, p<.001$ for the Meyer *et al.* (1993) scales and $\Delta\chi^2(2, N=314)=194.73, p<.001$ for the etic-emic scales. The etic-emic scales on the whole had a better fit (lower χ^2 to *df* ratio, higher NNFI, and noticeably lower SRMSR than the original scales). Standardized factor loadings for the three-factor solution indicated that although the Meyer *et al.* (1993) ACS and NCS items loaded significantly on their respective factors (with loadings ranging between .52 and .72), three Meyer *et al.* (1993) CCS items had relatively lower loadings (ranging from .25 to .37). For the Meyer *et al.* (1993) scales, modification indices, which show the predicted decrease in the χ^2 value if a single fixed parameter is relaxed and the model is re-estimated, suggested a notable improvement in fit if several parameters were freed. On the whole, the emic items had satisfactory loadings for all three scales (loadings ranging between .44 and .68) and the modification indices did not suggest major improvement if any parameters were freed. Finally, for the Meyer *et al.* (1993) scales, correlations obtained among the latent constructs indicated that affective and normative commitment were highly correlated ($r=.76$), whereas for the etic-emic versions, this correlation was $r=.64$, suggesting improved discriminant validity for this scale.

Although the improvement in the fit indices was low, the four-factor model did fit the data better than the three-factor model for both versions of the scales ($\Delta\chi^2(3, N=318)=53.33, p<.001$ for the original scales and $\Delta\chi^2(3, N=314)=27.90, p<.001$ for the etic-emic scales). Based on this result and in line with Ko, Price, and Mueller (1997), who argued on theoretical grounds that lack of alternatives should be viewed as an antecedent to continuance commitment, continuance commitment was conceptualized as high personal sacrifice associated with quitting and measured accordingly in the rest of the analyses. However, it was noted that high personal sacrifice was fairly well correlated with affective and, especially, normative commitment ($r=.41$ and $r=.65$ in the Meyer *et al.* (1993) version; $r=.30$ and $r=.50$ in the etic-emic version). Analysis of relationships with various antecedents also suggested that this subdimension was correlated not only with instrumental but also normative costs associated with quitting (see Wasti, 2002, for more details on these results). As such, the

Table 1. Goodness-of-fit indices for confirmatory factor analyses for the organizational commitment scales

Model	Meyer et al. (1993) scales					Etic-emic scales								
	χ^2	df	χ^2/df	GFI	AGFI	NNFI	SRMSR	χ^2	df	χ^2/df	GFI	AGFI	NNFI	SRMSR
One-factor model	514.62	135	3.81	.82	.77	.68	.09	943	252	3.74	.75	.71	.62	.093
Two-factor model	454.71	134	3.39	.85	.81	.73	.10	748.06	251	2.98	.81	.77	.72	.078
Three-factor model	393.65	132	2.98	.88	.84	.77	.097	553.33	249	2.22	.87	.84	.83	.065
Four-factor model	340.32	129	2.64	.89	.85	.81	.081	525.43	246	2.14	.88	.85	.84	.063

GFI = Goodness-of-fit index, AGFI = Adjusted goodness-of-fit index, NNFI = Non-normed fit index, SRMSR = Standardized root mean square residual.

proposed hypotheses that drew on a more rational cost-benefit view of continuance commitment were tested for exploratory purposes.

Finally, based on the in-depth interviews, which revealed that the most salient reference group for Turkish employees is the family, a three-item social factors scale assessing the perceived disapproval of the individual's family regarding his or her decision to leave the organization was developed. However, the results indicated that its reliability was low ($\alpha = .45$).

STUDY 2: THE MODERATING INFLUENCE OF CULTURAL VALUES ON THE ORGANIZATIONAL COMMITMENT-TURNOVER RELATIONSHIP

Methods

Participants and procedure

The second study involved testing the proposed hypotheses. Overall, 1,200 questionnaires were distributed and 914 usable surveys from 46 private sector organizations located in four major cities were returned. Of the respondents 45% were female. The modal age category was 25-29 years and 74% of the respondents had received education beyond high school. Most of the respondents were office workers (32.5%), 8% were blue-collar workers, 11% were technicians, 19.5% were supervisors, 15% were professionals and 14% were managers. The modal tenure category was 1-5 years (45%).

Measures

The scales used in this study were developed in Study 1.¹ Responses to these scales were made on a 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). Higher scores indicated higher levels of commitment for the three commitment scales and higher levels of disapproval by the in-group for the social factors scale.² The dependent variable, intention to leave, was measured by three items of the Job Withdrawal scale developed by Hanisch and Hulin (1990, 1991). Probst (1998) has shown that the original scale is composed of two subscales, namely turnover intentions and ease of quitting. The scale has a 5-point multiple choice response format, where higher scores reflect higher desirability of quitting the organization. Finally, allocentrism and idiocentrism were measured by using the horizontal individualism and horizontal collectivism subscales of INDCOL, which assess the independent and interdependent construals of the self, respectively (Singelis *et al.*, 1995). Using a 7-point response scale, higher scores indicate higher levels of idiocentrism and allocentrism.

Results

Before proceeding with hypothesis testing, data from participants who omitted more than 50% of the items were completely removed from the analyses. For the remaining respondents, missing values were imputed for scales using a missing data imputation

¹Two new social factors and three normative commitment items were added to ensure reliability. Also, two INDCOL items were rewritten. For example, as there is no exact translation for the word 'privacy' in Turkish, instead of the original item 'I like my privacy' a new item 'I enjoy being by myself' was substituted.

²The final versions of the scales can be obtained from the author.

procedure developed by Bernaards and Sijtsma (2000), which utilizes information from *both* the person mean and the item mean. Next, item-scale analyses were conducted, resulting in the elimination of one social factors and two commitment items. Finally, confirmatory factor analysis was conducted with the final versions of the predictor scales using LISREL 8 (Jöreskog & Sörbom, 1993). Prior to the analysis, multi-item composites, which provide indicators with higher reliability than that of single items, were created using the items in each scale (MacCallum, Roznowski, & Necowitz, 1992). Multi-item composites were created with the aim of balancing item-total correlations across indicators. Three multi-item composites were created for each construct. The results overwhelmingly supported the superiority for the four-factor solution (χ^2/df ratio=3.19, GFI=.97, AGFI=.95, NNFI=.97, SRMSR=.028) over alternative models (e.g. affective and normative commitment items loading on one factor, or continuance commitment and social factors loading on one factor). Table 2 presents the descriptive statistics, the reliability estimates of the scales and the correlations among variables. As can be noted, the revisions improved the reliability of the social factors scale markedly ($\alpha=.80$). The α coefficients for the idiocentrism and the allocentrism scales were somewhat lower than conventional reliability standards. However, it should be noted that cultural orientation is a construct with high bandwidth and unless very specific aspects of the construct is measured, such a trade-off between breadth and reliability is inevitable (Triandis *et al.*, 1995).

Regression analyses

In order to test hypotheses 1a through 2b, a two-step moderated regression analysis was undertaken. To avoid problems owing to multicollinearity, all variables were centred around their means. In the first step, the main effects of idiocentrism, affective, continuance and normative commitment were entered into the equation. In the second step, the three interaction terms of organizational commitment components and idiocentrism were entered. The moderating effect of idiocentrism was tested by examining the change in R^2 attributable to the interaction terms. Next, the regressions were repeated using allocentrism in the place of idiocentrism to test the moderating effect of allocentrism. Because a specific pattern was hypothesized, one-tailed tests were used in significance testing.

Table 3 shows that all three components of commitment are negatively related to turnover intentions; however, the coefficient for continuance commitment is not significant. With respect to the regression results concerning idiocentrism, Table 3 also indicates that the change in R^2 in step 2 is significant ($\Delta R^2=.006$, $p<.05$), suggesting that idiocentrism moderated the relationship between organizational commitment and turnover intentions. The results show that only the normative commitment interaction is significant in the predicted direction. To aid the interpretation of the interaction term, the sample was divided as high-low idiocentrics using a median split. Figure 1 suggests that although both high and low idiocentrics express similar degrees of turnover intentions at low levels of normative commitment, individuals low on idiocentrism are significantly less likely to express turnover intentions for high levels of normative commitment. None of the interaction terms (presented in parentheses) reached significance for the regressions testing the influence of allocentrism.

The second set of regressions involved the testing of whether social determinants were a significant predictor of turnover intentions over and above the three components of commitment and whether idiocentrism and allocentrism moderated the

Table 2. Descriptive statistics and correlations

Variables	No. of items	Mean	SD	α	1	2	3	4	5	6
1. Affective commitment	8	4.50	0.45	.83						
2. Continuance commitment	7	4.10	0.57	.77	.43***					
3. Normative commitment	10	4.29	0.36	.87	.70***	.63***				
4. Social factors	4	3.50	0.53	.80	.30***	.56***	.48***			
5. Intention to leave	3	2.59	0.11	.77	-.53***	-.35***	-.54***	-.32***		
6. Idiocentrism	8	5.00	0.63	.63	-.14***	-.02	-.09**	-.08*	.14***	
7. Allocentrism	7	5.77	0.35	.68	.29***	.20***	.35***	.17***	-.10**	.05

* $p < .05$ (two-tailed), ** $p < .01$ (two-tailed), *** $p < .001$ (two-tailed).

Table 3. Hierarchical regression results for the moderating influence of idiocentrism and allocentrism in predicting turnover intentions from organizational commitment^a

	Model 1	Model 2
Step 1: Main effects		
Idiocentrism	.071**	.071**
(Allocentrism)	(.119)***	(.113)***
	-.266***	-.269***
Affective commitment (AC)	(-.284***)	(-.282***)
	-.036	-.043
Continuance commitment (CC)	(-.032)	(-.034)
	-.327***	-.321***
Normative commitment (NC)	(-.366)***	(-.363)***
Step 2: Interactions		
AC × Idiocentrism		-.031
(AC × Allocentrism)		(-.015)
CC × Idiocentrism		.005
(CC × Allocentrism)		(.012)
NC × Idiocentrism		.094*
(NC × Allocentrism)		(-.012)
		.006*
ΔR^2		(.000)
	.338	.344
Model R^2	(.346)	(.346)
	108.41***	63.43***
Model F	(113.09)***	(64.49)***

^aThe regression results for allocentrism are reported in parentheses.

* $p < .05$ (one-tailed), ** $p < .01$ (one-tailed), *** $p < .001$ (one-tailed).

predictive value of this factor. To test these hypotheses, initially the three commitment variables as well as idiocentrism were entered into the regression equation. In the second step, social factors were added and the change in R^2 was assessed. In the final step, an interaction term for idiocentrism and social determinants was added into the model. Next, all three steps were repeated with allocentrism in a separate regression analysis. One-tailed tests were used in significance testing of the directional hypotheses.

Table 4 shows that these hypotheses were largely supported. For both regressions, the change in R^2 was significant ($p < .01$) in the second step, indicating that higher levels of family disapproval regarding quitting lead to lower levels of turnover intentions. The third step of the regression analyses involving the moderating impact of idiocentrism was also significant ($\Delta R^2 = .004$, $p < .01$). As depicted in Fig. 2a, the pattern of the interaction mimics that obtained for normative commitment. At lower levels of in-group disapproval, turnover intentions are at similar levels for individuals high or low on idiocentrism. However, as the in-group disapproval increases, individuals low on idiocentrism express significantly lower levels of turnover intentions compared with individuals high on idiocentrism. The regression analyses testing the moderating influence of allocentrism was also supportive of the hypothesis, albeit at a marginal level ($\Delta R^2 = .002$, $p < .10$). This time the coefficient was negative, indicating that for

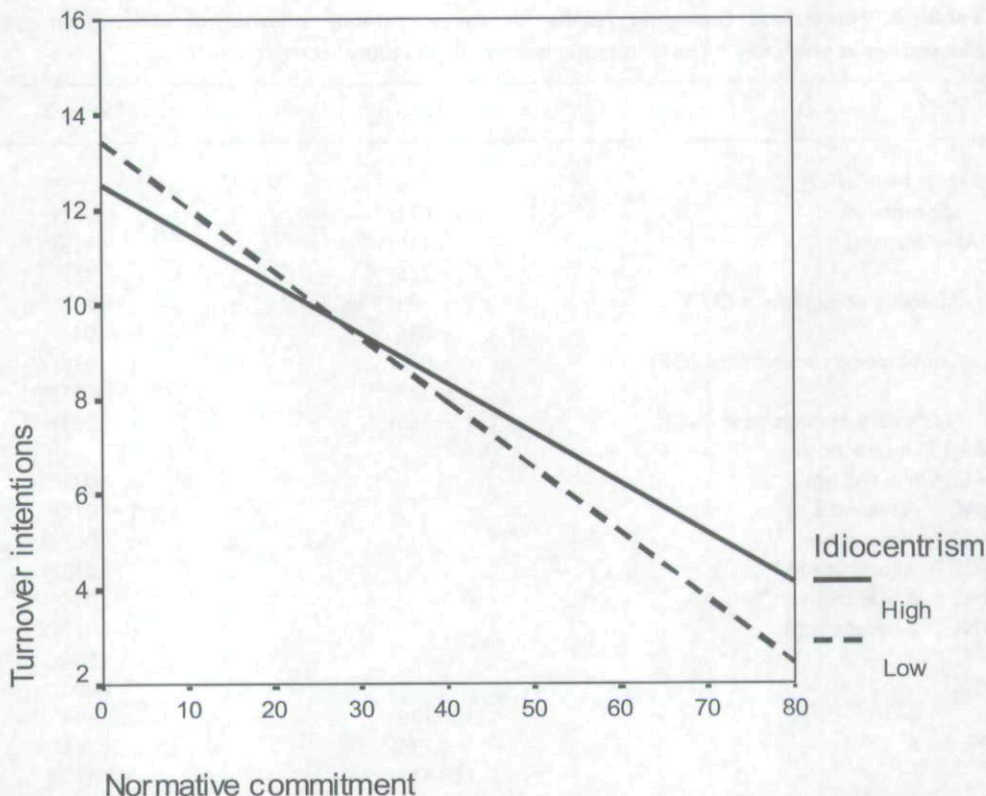


Figure 1. The moderating influence of idiocentrism on the relationship between normative commitment and turnover intentions.

individuals who endorse allocentric values to a greater extent, the proposed relationship between in-group disapproval and turnover intentions is stronger. Figure 2b depicts this pattern, which is the opposite of Fig. 2a: At higher levels of family disapproval, individuals high on allocentrism express lower levels of turnover intentions.

DISCUSSION

Integrating the literature on idiocentrism–allocentrism and organizational commitment, this study tried to explain why and how the three components of organizational commitment and social factors differentially explain turnover intentions. Although idiocentric and allocentric values did not appear to moderate the predictive value of affective and continuance commitment as proposed, the results indicated that normative commitment is less important for individuals who are highly idiocentric. Furthermore, social factors, operationalized as the disapproval of the family, were less important predictors of turnover intentions for idiocentric individuals but more important for individuals with strong allocentric values. These findings support the proposition that while the employment relationship may have normative implications for individuals who endorse allocentric values, such concerns are less influential in determining the behaviour of idiocentric individuals who attend to, and highly regard, personal goals and preferences. However, it should be noted that the effects of allocentrism were

Table 4. Hierarchical regression results for the moderating influence of idiocentrism and allocentrism in predicting turnover intentions from social factors^a

	Model 1	Model 2	Model 3
Step 1			
Idiocentrism	.071**	.066*	.069**
(Allocentrism)	(.122***)	(.123***)	(.116***)
	-.262***	-.269***	-.272***
Affective commitment (AC)	(-.281)***	(-.288)***	(-.288)***
	-.038	-.068	-.006
Continuance commitment (CC)	(-.034)	(-.005)	(-.005)
	-.326***	-.303***	-.299***
Normative commitment (NC)	(-.366***)	(-.342***)	(-.340***)
Step 2:			
		-.083**	-.085**
Social factors (SF)		(-.091**)	(-.085**)
Step 3:			
SF × Idiocentrism			.067**
(SF × Allocentrism)			(-.046) ^b
		.004**	.004**
Δ R ²		(.005**)	(.002) ^b
Model R ²	.336	.340	.344
	(.345)	(.350)	(.352)
Model F	106.097***	86.462***	73.413***
	(111.044)***	(90.83)***	(76.281)***

^aThe regression results for allocentrism are reported in parentheses.

^bp < .10 (one-tailed), *p < .05 (one-tailed), **p < .01 (one-tailed), ***p < .001 (one-tailed).

particularly weak in this study. These results might be interpreted in the context of the relatively collectivistic Turkish society (Hofstede, 2001), where highly allocentric values tend to be more normative and thus exhibit less variance. Therefore, it would be most interesting for future research to replicate these findings in other cultural contexts.

Another important finding is that affective commitment appears to be a strong predictor of turnover intentions, irrespective of values. This finding is in line with Near's (1989) study which showed that several antecedents of affective commitment to be similar across Japanese and American employees. Taken together, these results address the controversy in the literature regarding the conceptual redundancy between affective and normative commitment raised by some researchers (e.g. Ko *et al.*, 1997). The current findings suggest that relying on measures that only assess affective commitment will not portray all the factors that influence an individual's decision to stay with an organization, especially for studies that incorporate the influence of idiocentric and allocentric values. It should be noted, however, that the discriminant validity of normative commitment in this study might have been enhanced owing to the fact that the scales were revised by including emic items. The present results support the cross-cultural validity of the three-component model proposed by Allen and Meyer (1990) but also suggest that while several Meyer *et al.* (1993) items appear to reflect etic expressions of organizational commitment, the extra effort to develop culturally sensitive scales may be justified.

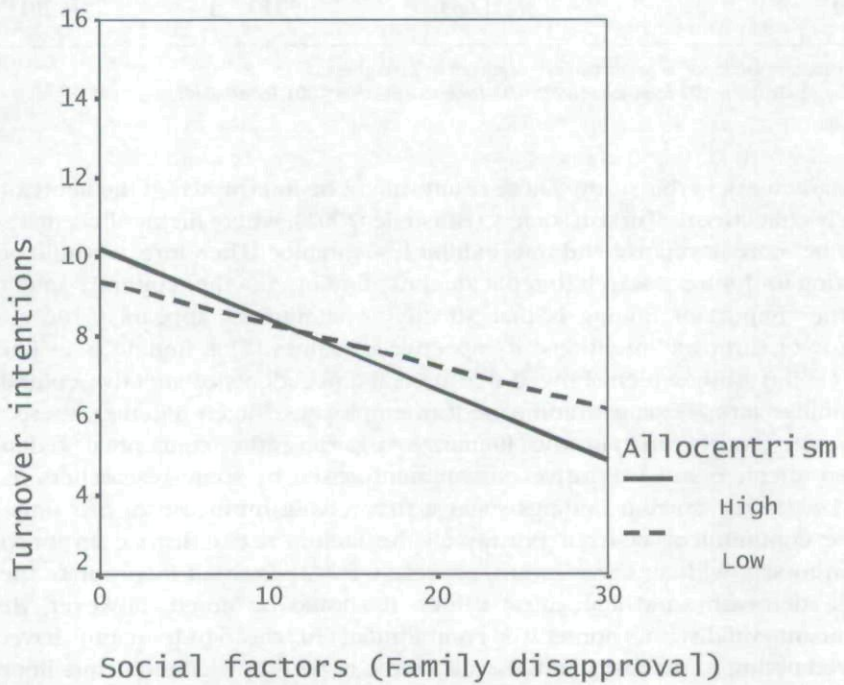
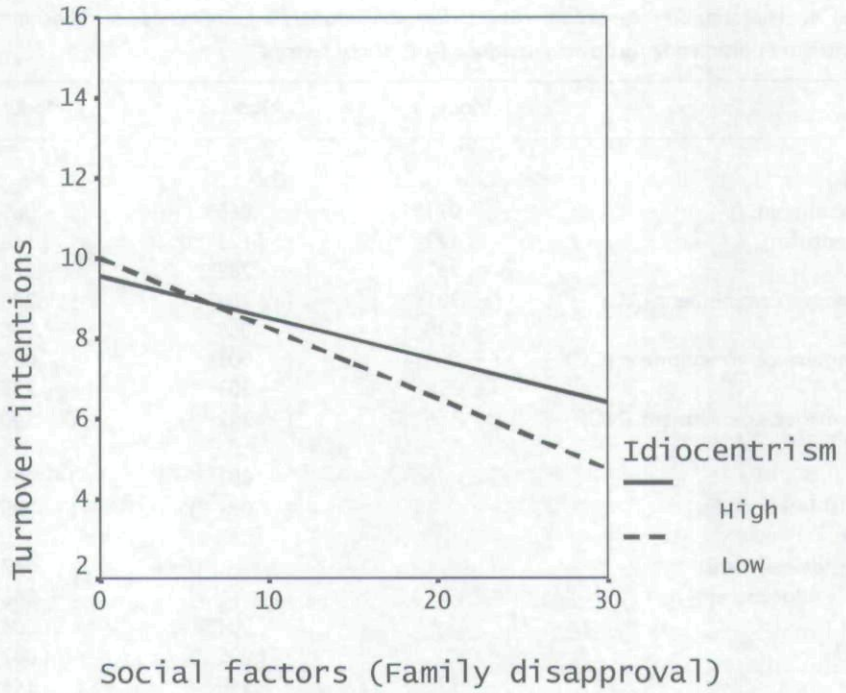


Figure 2. The moderating influence of (a) idiocentrism and (b) allocentrism on the relationship between social factors (family disapproval) and turnover intentions.

The results also indicate that the operationalization of continuance commitment deserves future research attention, despite the results of the confirmatory factor analysis validating the three-components of commitment. Continuance commitment is argued to reflect a 'cold calculation of costs and benefits' (Jaros, Jermier, Koehler, & Sincich, 1993, p. 954) and employees' age, tenure, hierarchical position, pay, and alternate job opportunities have been proposed as the antecedents of this type of commitment (Cohen & Lowenberg, 1990). However, the vagueness of the current items does not preclude other costs, such as affective (e.g. severing good relationships) or normative costs (e.g. letting people down) from being considered. As such, continuance commitment operationalized as perceived costs is observed to correlate rather highly with affective and normative commitment in the current study as well as in previous research (e.g. Dunham *et al.*, 1994; Meyer, Allen, & Gellatly, 1990). It is very likely that this conceptual overlap accounted for the lack of significance of this component in the present findings. Thus, in its current form, the perceived costs scale does not appear to be measuring a purely instrumental or calculative attachment to the organization and not surprisingly, the proposed interactions with idiocentrism or allocentrism were not observed. Although there are scales purporting to measure instrumental attachment (e.g. O'Reilly & Chatman, 1986; Penley & Gould, 1988), Meyer and Allen (1997) maintain that these scales in fact measure an antithesis of commitment, as they correlate positively with turnover intentions. An alternative operationalization of this component may involve the measurement of specific extrinsic benefits as well as costs associated with quitting. Clearly, more theoretical and empirical refinement of the continuance approach to commitment is needed.

Finally, the results also support the utility of the framework provided by Triandis (1980) in predicting turnover intentions. In particular, the importance of social factors in predicting turnover intentions further underlines the deficiencies of adopting a monocultural or a pseudoetic approach to the study of human behaviour. Most psychological theories are based on the Western view of the individual as an independent, autonomous entity, who behaves primarily as a consequence of internal attributes such as traits, abilities, motives and values (Markus & Kitayama, 1991). The present results suggest that when studying allocentrics, it is crucial to incorporate the premise that behaviour is contingent on what the individual perceives to be the thoughts or feelings of relevant important others.

Limitations and directions for future research

The findings and the contribution of the current investigation must be evaluated, taking into account the potential limitations of the research design. Since all the variables were measured at the same time and from the same person, concern over the effects of common method variance was warranted. To minimize this potential problem, the scales in the actual survey were ordered so that the dependent variable did not precede all the independent variables (Podsakoff & Organ, 1986). Furthermore, to test whether such a problem existed, four 'distractor' items on leadership were inserted among the INDCOL items. The results indicated that the variables of interest did not systematically correlate with the distractor items. In addition, the confirmatory factor analyses provided support that the indicator variables fit well with the latent constructs they are intended to measure. It should also be noted that some non-significant relations were also observed in the analysis. Therefore, it appears that common method variance is not a likely explanation for the results obtained.

A related limitation is that it is not possible to infer causality due to the correlational nature of the data. Although experimental designs may not be feasible when assessing the development or the consequences of organizational commitment, future research that utilizes longitudinal designs with appropriate time lags and with actual turnover as the dependent variable would be most desirable. A further concern involves the effect sizes obtained. Although the interactions were somewhat weak, such interactions are generally regarded as difficult to obtain in field studies (Morris, Sherman, & Mansfield, 1986). In support of this, McClelland and Judd (1993) note that in field studies, relative to experimental studies, the efficiency of detecting moderator effects tends to be very low and argue that 'the more important question is whether any multiplicative effect exists' (p. 387). Therefore, while compromising effect size, which is easier to obtain in extreme groups' experimental designs, field studies offer more generalizability and realism (Cortina, 2002) and therefore the significant interactions reported in this study can be considered to be meaningful and important.

Future research efforts investigating work-related outcomes other than turnover intentions will be greatly contributory. Such research will not only allow the assessment of whether normative commitment is predictive of other positive work-related outcomes such as citizenship behaviours, but will also necessitate the investigation of other relevant reference groups. Indeed, a major implication of the interdependent construal of self is the situation specificity of the behaviour (Markus & Kitayama, 1991). Whereas family may be an important reference group for turnover decisions, other job-related outcomes may be primarily influenced by organizational reference groups such as the supervisor, or the co-workers. Such a conceptualization is also in line with the research on the foci of commitment (Becker, 1992; Becker, Billings, Eveleth, & Gilbert, 1996) which shows that employees' commitment to top management, supervisor and the work group contributes significantly beyond commitment to the organization in predicting job satisfaction and citizenship behaviours. Incorporating the research on foci of commitment with the theory of individualism and collectivism appears to be a promising research direction.

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