

# THE IMPACT OF ORGANIZATIONAL JUSTICE ON INTENTION TO STAY: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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## Abstract

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Retention of employees is substantial for firms to generate sustainability since losing experienced and skilled individuals influence the general productivity, and product quality (Noor, Zainuddin, Panigrahi, & Rahim, 2020). While various researches have been done regarding this matter, the larger part place on turnover because of organizational approach, a couple of studies have been done with the intention to stay. For this reason, this study incorporates organizational justice, organizational commitment, and how they relate to expanding intention to stay. The respondents were picked using a simple random sampling method. Using a sample of 603 engineers working in Malaysian construction projects. The data was accumulated through a self-administered questionnaire and analyzed utilizing structural equation modeling in IBM SPSS AMOS 23.0. The current study gets two fundamental outcomes. Firstly, organizational justice and organizational commitment are positively associated with the intention to stay. Secondly, organizational commitment plays a mediating role between organizational justice and employees' intention to stay. Therefore, employees would be more willing for intention to stay in fair organizational settings, particularly when they are committed to their organization.

**Keywords:** Organizational Justice, Organizational Commitment, Intention to Stay, Malaysia

**Authors' individual contribution:** Conceptualization — S.M.; Methodology — A.S.B. and N.A.; Formal Analysis — S.M.; Investigation — M.S.A.H.; Writing — S.M., M.S.A.H., A.S.B., and N.A.; Supervision — S.M.; Funding — A.S.B., M.S.A.H., and N.A.

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## 1. INTRODUCTION

When employees leave organizations, they need to be substituted. This is called employee turnover (Latif & Saraih, 2016). For the beyond ten years, the pace of employee turnover has been a nonstop

challenge confronting businesses all around the world. As indicated by Hom, Lee, Shaw, and Hausknecht (2017), job turnover in nations like France (24.4%), Germany (16.5%), the United States (18.6%), Italy (21%), the Netherlands (15.4%), and Belgium (15%) has all the earmarks of being

extremely high. Similarly, construction organizations in Asian nations, for example, Taiwan, Malaysia, Singapore, and South Korea face a similar undeniable degree of job turnover (Hussain & Huei Xian, 2019). The principal crisis confronting the majority of Malaysian construction projects is high turnover; present circumstance has been a critical worry for administrative exploration (Hussain & Huei Xian, 2019).

Turnover of employees has been viewed as contrarily affecting variables on employee performance and productivity (Mitchell, Holtom, & Lee, 2004; Zhao, Tang, Zhang, & Skitmore, 2017) where resource utilization depends on workers (Ayodele, Chang-Richards, & González, 2020). High employee turnover has turned into an imperative that permits organizations to lose profit and slows employees' growth (Valaei & Rezaei, 2016).

Employees remain as one of the key drivers in the construction industry; the labor costs in most countries involve 30% to 50% of the general undertaking costs (Kazaz, Manisali, & Ulubeyli, 2008; Jarkas & Bitar, 2012). An examination from Jacobs and Roodt (2007) showed that turnover establishes a greater expense contrasted with a simple replacement cost, so it is fundamental to inspect the real value of an investment based on the acquired insight of the employee. In addition, turnover might be horrifying in assessing the expenses of losing a brilliant performer and a key player in an organization (Jehanzeb & Mohanty, 2018).

Resultantly, the key determinants of construction project productivity include labor shortage (Assaf & Al-Hejji, 2006; Al-Rifai & Amoudi, 2016; Aziz & Abdel-Hakam, 2016; Bagaya & Song, 2016; Bekr, 2014, 2018; Clarke & Herrmann, 2007; Jarkas, 2015; Jarkas, Kadri, & Younes, 2012; Samarah & Bekr, 2016).

In the construction industry, it is basic for the sustainability of the economy and the industry to consider the variables that lead to high employee turnover and its impact on the labor force's intention to stay and organizational efficiency (Radford, 2013-2016). There are many variables that lead to high labor turnover rate and influence the labor intention to stay in construction organizations such as organizational injustice (Ansari, Aafaqi, & Sim, 2012; Howard & Cordes, 2010; Hussain & Huei Xian, 2019), lack organizational commitment (Hussain & Huei Xian, 2019), and employees' lack of sense of belonging (Ayodele et al., 2020; Hee & Ling, 2011).

To address the previously mentioned issues, organizational justice may be useful in acquiring the commitment of the employees towards the organizational objectives, and the impact of that justice as far as increment in intention to stay are the aims of this research. Furthermore, this research determines the mediating influence of organizational commitment on the organizational justice-intention to stay relationship in Malaysian construction projects, which has not been previously studied. Hence, this study plans to investigate the connection between organizational justice, intention to stay, and organizational commitment with the utilization of social exchange theory (SET) to fill the literature gap, which thus will work with the proffering of the answer for the hazardous circumstance.

This study develops a framework to address the following research questions:

*RQ1: Does organizational justice contribute significantly to organizational commitment?*

*RQ2: Does organizational commitment contribute significantly to intention to stay?*

*RQ3: Does organizational justice contribute significantly to employees' intention to stay?*

*RQ4: Does organizational commitment mediate the relevance between organizational justice and employees' intention to stay?*

The structure of this paper is as follows. The next section explained the model and the variables included to build the specific hypotheses. The third section highlights the method of analysis and the sample used. The fourth section depicts the results of statistical analyses by testing the overall model and the hypotheses. The fifth section presented the discussion. Finally, the conclusions, the limitations, and the future exploration bearings are highlighted in Section 6.

## 2. LITERATURE REVIEW

This research is based on SET (Blau, 1964). SET rests on the concept of "norm of reciprocity" and suggests that recipients of benefits that are economic or socio-economic from their organization tend to have a feeling of obligation and reciprocate with positive behaviors and attitudes (e.g., positive employee outcomes) (Alfes, Shantz, & Alahakone, 2016; Cropanzano, Anthony, Daniels, & Hall, 2017; Cropanzano & Mitchell, 2005; Maden, 2015; Yang, 2012).

Based on SET, if workers perceive the organizational justice utilized in its cycle to be fair, they will undoubtedly repay their organization by voluntary participation and outlining positive work attitudes toward their organization (Biswas, Varma, & Ramaswami, 2013; Cropanzano et al., 2017). Thus, SET highlights the relationship of organizational justice with organizational commitment (Qaisrani, Izhar, & Kazmi, 2020). The employees will be highly committed to the organization and will show citizenship behavior while believing that the authorities will also show the same behavior in return. But if the authorities are not trustworthy and do not reciprocate, then the employee commitment to the organization decreases. The employees will avoid citizenship behavior because of the risk of exploitation and rejection (Blau, 1964).

Regarding SET, it can be claimed that procurement of benefits from the organization obliges its employees to devote their energy, time, efforts to work (Halbesleben & Wheeler, 2008), and the readiness for intention to stay (Rai, Ghosh, & Dutta, 2019). Since individuals' affectability to organizational justice finally affected their intentions to stay (Mehmood, Nadarajah, Akhtar, Brohi, & Khuhro, 2018).

### 2.1. Organizational justice

In an organizational setup, justice is about the social norms and rules administering how results (for example, punishments and rewards) ought to be distributed, what are procedures utilized for settling on such distribution decisions, and how individuals are dealt with relationally (Bies & Tripp, 1995).

Organizational justice is defined as “the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables” (Moorman, 1991, p. 845). Organizational justice has four aspects, be specific procedural, distributive, interactional, and informational justice (Colquitt, 2001).

Distributive justice relates to the perception of reasonable and equitable organizational results (like advantages, salaries, work appraisals, bonuses, allocation of shifts, occupational restraint, and position assignments) (Greenberg, 1982; Griffin & Hepburn, 2005). Procedural justice alludes to members’ perceived justice about the procedures, processes, and policies through which decisions were made in an organization (Thibaut & Walker, 1975). Interactional justice reflects employees’ perceived quality of interpersonal treatment they get as systems are instituted (Bies & Moag, 1986). Informational justice alludes to honest and adequate clarifications about decisions and procedures (Judge & Colquitt, 2004).

## 2.2. Organizational commitment

Organizational commitment implies significant work engagement where employees’ willingness to dedicate their efforts, beliefs, and notions are portrayed in personal behavior (Ahmad, Shahzad, Shams-ur-Rehman, Khan, & Shad, 2010). An individual with a more significant level of organizational commitment is more given to their organization. As organizational commitment concerns relating to the values of one’s organization, having solid confidence in that organization, and being leaned to see organizational commitment as a feeling of belonging to and behavior toward the organization and their readiness to add to further developing the organization’s performance and effectiveness (Reyes, 1990).

Different examinations have investigated the importance between organizational justice and organizational commitment (Ponnu & Chuah, 2010; Bakri & Ali, 2015; Mete & Sökmen, 2019; Qaisrani et al., 2020; Jehanzeb & Mohanty, 2020; Nyaanga, 2020; Sun et al., 2021). Consequently, it is clear that organizational justice prevailing in an organization creates a positive image of it as employees, when valued by their employer, show a higher level of commitment (Qaisrani et al., 2020). So, if an employee perceives that organization is biased and the employee will not be repaid by the organization for their efforts, then it leads towards burnout. The employee avoids citizenship behavior and will be less committed to the organization (Robinson & Morrison, 2000). Mirroring the above explanation, it is theorized that:

*H1: Organizational justice has a significant and direct effect on organizational commitment.*

## 2.3. Intention to stay

Intention to stay is characterized as the strength of a person’s relative intent toward discretionary and permanent discontinuation from the employment (Hom & Griffeth, 1991). Likewise, Coombs (2009) characterized it as the desire of employees to continue working for an organization in the long term.

Past findings demonstrated that organizational commitment can successfully anticipate intention to stay (Valeau, Paille, Dubrulle, & Guenin, 2019; Noor, Zainuddin, Panigrahi, & Rahim, 2020). Low organizational commitment shows more quitting among employees. Besides, when employees relate to their organizations and their objectives and wish to be individuals from their organizations, organizational commitment will be contrarily connected with the rate of employee absenteeism (Langton & Robbins, 2007). Individuals being exceptionally committed to their organizations further develops individuals’ feeling of fortitude, and organizations’ intensity will likewise improve. On the other side, if their commitment is low, they will feel unreliable inside their organizations and be more likely to quit (Perryer, Jordan, Firms, & Travaglione, 2010). Subsequently, organizational commitment affects employees’ intention to stay that can create a sustainable workforce (Järlström, Saru, & Vanhala, 2018). Hence, this study proposes the following hypothesis:

*H2: Organizational commitment has a significant and direct effect on the intention to stay.*

Different examinations have investigated the importance of organizational justice-intention to stay relationship (Mehmood, Nadarajah, & Saood Akhtar, 2018; Gosser, Petrosko, Cumberland, Kerrick, & Shuck, 2018; Jung & Choi, 2020; Shahid et al., 2020; Hickman, 2021). Fairness has been distinguished as one of the main considerations in impacting the workers’ intention to stay. Employees’ discernment towards organizational justice might impact their sensations of organizational fairness which in the end affect their intention to stay. An organization should be totally straightforward and should look for fairness and equity in each perspective to advance employee retention (Gupta & Singh, 2018). The employee who sees to be dealt with decently by his employer has a higher intention to stay at his or her work than the employee who sees to be dealt with unfairly (Parker, Nouri, & Hayes, 2011). On the basis of the above, it is clear that organizational justice plays an important part in the intention to stay. Thus, we hypothesized that:

*H3: Organizational justice has a significant and direct effect on the intention to stay.*

Furthermore, by alluding back to the literature review, the organizational commitment was examined as a mediator (Bakri & Ali, 2015; Ölçer, 2015; Chang, Hsieh, Lan, & Chen, 2019; Mete & Sökmen, 2019; Valeau et al., 2019; Nyaanga, 2020). In conclusion, considering the above explanation, it is theorized that:

*H4: Organizational commitment mediates the effects of organizational justice on intention to stay.*

## 3. RESEARCH METHODOLOGY

### 3.1. The pilot test

A pilot study has coordinated on where precisely 112 self-administered questionnaires were mailed out to the randomly chosen respondents for data collection. This data was utilized for the exploratory factor analysis technique to research the usefulness of the items in estimating their respective constructs (Mahfouz, 2019; Mahfouz, Awang, & Muda, 2019; Mahfouz, Awang, Muda, & Bahkia, 2020; Mahfouz, Bahkia, & Alias, 2021).

### 3.2. Measurement of construct

Organizational justice items were adapted from Colquitt (2001) comprising 20 items. Organizational commitment items adapted from Meyer and Allen (1991) comprising 22 items. The intention to stay was adapted from Bellamkonda, Santhanam, and Pattusamy (2020), and it comprises 3 items. Furthermore, this research used a 5-point Likert scale in which (1) represents “strongly disagree” and (5) represents “strongly agree”.

### 3.3. Method of sampling and data collection

A simple random sampling technique was used in this study to select 603 respondents from the sampling frame of a Malaysian construction project, thus fulfilling the parametric statistical analysis requirements. The picked engineers were sent self-administered questionnaires for them through email to respond at their own convenient time. And the researcher finishes up with them the calls. When completed, they have email reactions to the researcher. The researcher got a total of 366 usable and completed questionnaires. The response rate was 60.7%. Although Malay is the official language in Malaysia, the questionnaire was distributed in English as English is the most commonly utilized language between engineers in Malaysia.

Of the 366 respondents, 77% were males and 23% were females. A total of 73% of the respondents had a junior engineer position. Twenty-five (25%)

had senior engineer positions. While 2% had project manager engineers.

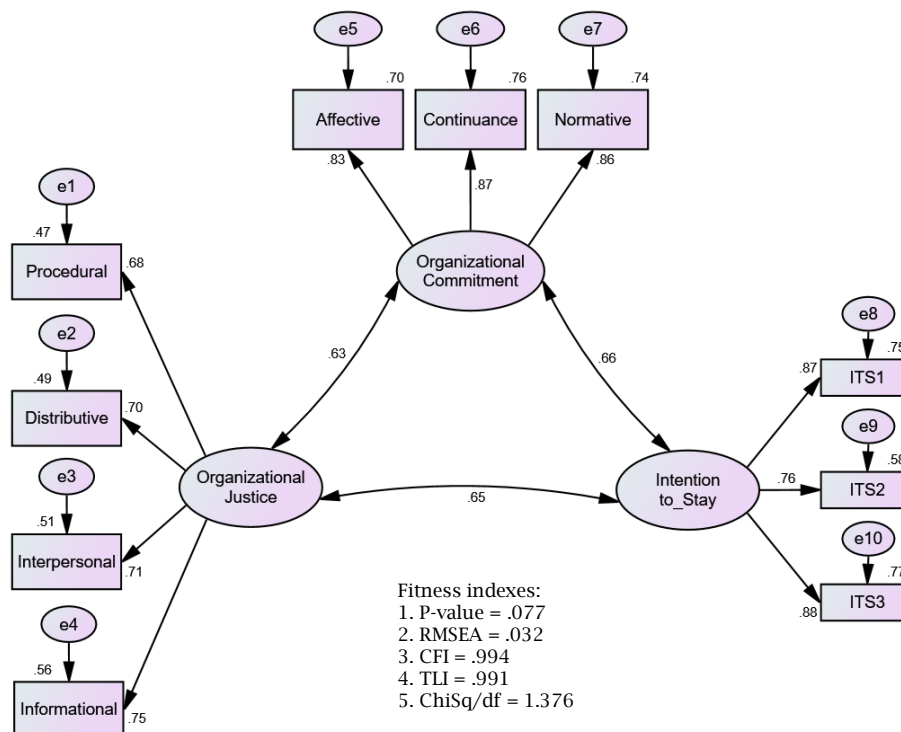
A total of 61% of the respondents had less than 5 years of experience, 32% had 5-10 years of experience, and 7% had more than 10 years of experience. A total of 71% of the respondents recorded a length of service of 4 years and below in the present firm, 25% recorded 5-10 years of a length of service in the present firm, and 5% recorded a length of service of 10 years and above in the present firm. The average age of the respondents was 28.5 years old. A total of 55% had a job title of a civil engineer, 28% had a job title of architect, and 17% had a job title of an electrical engineer. The majority of the respondents with 91% had held a bachelor’s degree in engineering, while only 9% held a master’s degree.

## 4. RESULTS

### 4.1. Confirmatory factor analysis (CFA)

Before executing SEM, all measurement models of latent constructs should be examined for uni-dimensionality, reliability, and validity through CFA. As shown in Figure 1, the outcomes of fitness indexes met the edge esteems, with that, the assessment of the measurement model of all latent constructs accomplished the requirements for construct validity. The outcomes of the factor loading for all items is above 0.60, which accomplished the requirements for uni-dimensionality.

Figure 1. The measurement model



As presented in Table 1, all values of average variance extracted (AVE) and composite reliability (CR) were found to surpass their edge estimations

of 0.5 and 0.6, respectively. With that, the study reaffirmed adequate convergent validity and CR for all latent constructs.

**Table 1.** AVE and CR

Constructs	AVE	CR
OJ	0.504	0.80
OC	0.73	0.89
ITS	0.70	0.87

Discriminant validity was attained through the discriminant validity index summary (Table 2).

**Table 2.** The discriminate validity index summary

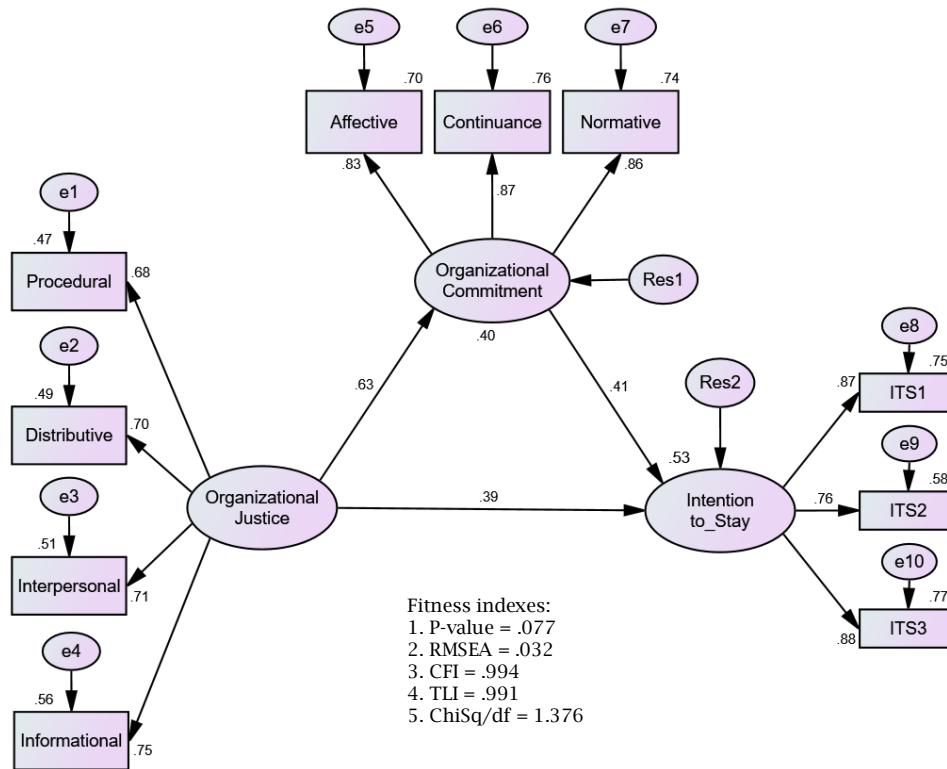
Constructs	OJ	OC	ITS
OJ	<b>0.71</b>		
OC	0.63	<b>0.85</b>	
ITS	0.65	0.66	<b>0.83</b>

The skewness values were within the range of between -0.809 to -0.057 whereas the kurtosis values were within the range of between -0.260 and 1.309. These two measures showed that all data were normally distributed, which met the assumption of utilizing parametric statistical analysis.

**4.2. Structural equation modeling (SEM)**

In the next step, the SEM was employed for hypothesis-testing. Figure 2 illustrates the SEM graphic output.

**Figure 2.** The standardized regression path coefficient in the model



The delayed consequences of the regression path coefficient were derived from SEM (Table 3). Notably, H1 was supported as the organizational justice impact on organizational commitment proved significant and positive ( $\beta = 0.830, P = 0.001$ ). The organizational justice impact on intention

to stay was also significant and positive ( $\beta = 0.405, P = 0.001$ ), immediately, therefore supporting H2. Meanwhile, the organizational justice effect on the intention to stay proved significant and positive ( $\beta = 0.506, P = 0.001$ ), supporting H3.

**Table 3.** The regression path coefficient and its significance

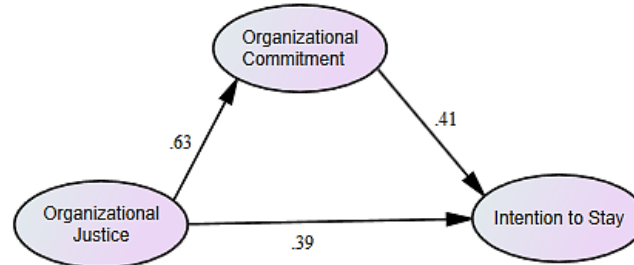
Hypotheses	Std. beta	Estimate	S.E.	C.R.	P	Result
OC ← OJ	0.63	0.830	0.085	9.738	0.001	Sig.
ITS ← OC	0.41	0.405	0.065	6.191	0.001	Sig.
ITS ← OJ	0.39	0.506	0.091	5.548	0.001	Sig.

### 4.3. Mediation tests

The organizational commitment demonstrated mediating effects on the organizational justice-intention to stay connected while organizational

justice positively impacted the intention to stay with organizational commitment. As such, *H4* was supported. Figure 3 presents the testing method while Table 4 highlights the bootstrapping outcomes.

Figure 3. The procedure for the testing mediator



1. The indirect effect1 A = .63 (**significant**).
2. The indirect effect2 B = .41 (**significant**).
3. The direct effect C = .39 (**significant**).
4. Thus, the **mediation occurs** since both A and B are significant.
5. The type of mediation is **partial mediation** since the direct effect C is also significant.

Table 4. The outcomes of bootstrapping technique (MLE Bootstrap with n = 5000)

	<i>Indirect effect</i>	<i>Direct effect</i>
Bootstrapping results	0.298	0.313
Bootstrapping p-value	0.000	0.000
Result	<i>Significant</i>	<i>Significant</i>
Mediation type	Partial mediation as the direct effect is also significant	

## 5. DISCUSSION

Organizational justice positively impacted organizational commitment in line with *H1*. This outcome paralleled past research in multiple contexts where organizational justice potentially catalyzed organizational commitment (Ponnu & Chuah, 2010; Bakri & Ali, 2015; Mete & Sökmen, 2019; Qaisrani et al., 2020; Jehanzeb & Mohanty, 2020; Nyaanga, 2020).

For instance, Ponnu and Chuah (2010) revealed an organizational justice-organizational commitment correlation based on 172 respondents from multiple Malaysian organizations. This result corresponded to Nyaanga (2020) who revealed a positive organizational justice-organizational commitment relationship with 164 IT experts in America. Mete and Sökmen (2019) also asserted that organizational justice impacted organizational commitment based on 235 academicians from a Turkish foundation university.

Bakri and Ali (2015), Qaisrani et al. (2020), and Jehanzeb and Mohanty (2020) revealed an organizational justice-organizational commitment correlation among respondents from Pakistani banks. Given that organizational justice significantly impacted organizational commitment, *H1* was supported as the study samples required more justice-related practices for organizational commitment. The fundamental role of organizational justice for high organizational commitment was anticipated in this study as the employees did not hold high positions at work. Thus, the study samples portrayed their organizational beliefs.

Organizational commitment positively impacted intention to stay in line with *H2* and past studies by Valeau et al. (2019) and Noor et al. (2020). Valeau

et al. (2019) denoted an organizational commitment-intention to stay a relationship with 265 respondents in French public accountancy firms while Noor et al. (2020) revealed an organizational commitment-intention to stay correlation using 105 IT experts in Malaysian IT firms. In this vein, organizational commitment substantially affected the intention to stay. Based on this study involving young employees (at an average age of 28.5 years) in Malaysian construction projects, 61% of the workers were employed for under 5 years. The employees were organizationally dedicated based on their intention to stay. As this study outcome revealed organizational commitment to be fundamental in enhancing workers' intention to stay, *H2* was supported.

Organizational justice positively affected workers' intention to stay following *H3* and past study outcomes (Gosser et al., 2018; Jung & Choi, 2020; Shahid et al., 2020; Hickman, 2021). Gosser et al. (2018) revealed an organizational justice-intention to stay a relationship with 821 respondents in American restaurants while Jung and Choi (2020) demonstrated the organizational justice impact on intention to stay based on 154 respondents in Korean university hospitals. Likewise, Shahid et al.'s (2020) study implied a substantial impact of organizational justice on intention to stay with 272 non-academic respondents in Malaysian universities. Hickman (2021) also reflected an organizational justice-intention to stay correlation based on 86 respondents in American universities. As such, *H3* was supported.

This study inspected organizational justice as an independent construct based on its impact on workers' intention to stay (Gosser et al., 2018; Jung

& Choi, 2020; Shahid et al., 2020; Hickman, 2021). Organizational justice substantially impacted intention to stay given the construction project employees' average age (28.5 years old). Notably, 60% of the workers were employed in their current company for under five years while 73% of them were junior engineers. This study anticipated that organizational justice would improve intention to stay as the study samples were generally young with limited working experience.

The current study derives positive effects of organizational justice on employees' intention to stay through organizational commitment. Along these lines, the current study investigated this gap and showed that organizational justice, directly and indirectly, impacts employees' intention to stay through organizational commitment.

Employees trust their organizations and organizational processes in terms of organizational fairness (Iqbal & Ahmad, 2016). Workers' perceptions of justice rely on their organizational behaviors and attitudes (Silva & Caetano, 2014). Meanwhile, organizational commitment enables employees to continue working in their companies with added value (Mowday, Steers, & Porter, 1979). As such, both organizational justice and organizational commitment facilitate companies towards maximum employee benefits through conducive and collaborative working conditions. For example, workers who uphold justice perceptions tend to be organizationally committed with a high intention to stay for organizational success and high employee retention and intention.

Based on the study finding, organizational justice proved crucial as a direct intention to stay antecedent. As perceived organizational commitment also portrayed direct impacts on intention to stay, workers who observed appropriate justice tended to be organizationally committed with high intention to stay. As such, organizational commitment partially mediated the organizational justice-intention to stay relationship in this study, thus asserting its significant association. Notably, *H4* was supported given that the extent of significance decreased with organizational commitment as a mediator.

Notwithstanding, the mediating effect outcomes demonstrated that employees who perceived organizational commitment reinforced the direct organizational justice-intention to stay correlation. In this vein, workers could incorporate a set of interactions that favored their stay beyond organizational justice and commitment.

The critical job of the government involves the implementation of arrangement, where it has the supreme power to encourage the execution of this model. The government offices with the relevant authority are the Ministry of Laborers and Malaysian Engineering Association, which are liable to actualize the policy for the improvement of the Malaysian construction industry. Apart from that, there is also the Malaysian Ministry of Industry and Trade, which can help to advance and keep up an amicable and favorable connection between the employers and employees of the construction firms. Moreover, these agencies can infer progressively comprehensive outline designs to encourage the execution of organizational justice in order to increase organizational commitment, which can be reflected in the employees' intention to stay.

## 6. CONCLUSION

This study contributes to the current body of literature by integrating key variables that could design interventions to enhance workers' intention to stay. For example, organizational justice demonstrated both explicit and implicit effects on high intention to stay. Furthermore, organizational justice positively impacted organizational commitment viewpoints to improve voluntary intention to stay. Organizational commitment also influenced employees' intention to stay. In the study context, organizational justice proved vital for organizations to improve workers' intention to stay. Despite the inevitability of organizational justice, companies could utilize other organizational and individual dimensions (organizational commitment) for high intention to stay.

This study encountered several limitations for future researchers' consideration despite providing useful theoretical and practical implications. As this study outcome on Malaysian construction projects could not be fully generalized across different countries, future studies could examine the correlations among organizational justice, organizational commitment, and intention to stay in various countries with similar samples. Future scholars should also incorporate novel organizational variables (industry, organization type, and size) for study model replication and extension as the research outcomes might differ based on distinct cultural and organizational structures. Furthermore, a longitudinal design could be utilized to go beyond the limitations of cross-sectional methodologies.

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## APPENDIX

Table A.1. The questionnaire

<i>Organizational justice</i>
<i>Procedural</i>
Have you been able to express your feelings and views during those procedures?
Have you had an impact over the (result) arrived at by those procedures?
Have those procedures been applied consistently?
Have those procedures been free of bias?
Have those procedures been based on accurate information?
Have you been able to appeal the (result) arrived at by those procedures?
Have those procedures upheld moral and ethical standards?
<i>Distributive</i>
Does your result reflect the effort you have put into your work?
Is your result appropriate for the work you have finished?
Does your result reflect what you have added to the organization?
Is your result justified, given your presentation?
<i>Interpersonal</i>
Has (she/he) treated you in an amicable way?
Has (she/he) treated you with dignity?
Has (she/he) treated you with respect?
Has (she/he) refrained from improper comments and remarks?
<i>Informational</i>
Has (she/he) been candid in (her/his) communications with you?
Has (she/he) clarified the procedures completely?
Were (her/his) clarifications in regards to the procedures reasonable?
Has (she/he) communicated details in a timely manner?
Has (she/he) appeared to tailor (her/his) communications to a person's particular necessities?
<i>Organizational commitment</i>
<i>Affective</i>
I'm happy to spend my career in this organization.
I'm happy to tell other people about my workplace.
The issue in this organization is additionally a contributor to my concern.
I'm thinking to be easily engaged with other organization as simple as having a career these days.
I felt like I'm not a part of this enormous family.
I felt like I'm not emotionally involved in this organization.
This organization has a lot of individual importance for me.
I don't feel any feeling of belonging in this organization.
<i>Continuance</i>
I'm not scared of what might occur if I resigned from my work without considering other things.
Regardless of the need, it is difficult to leave this organization.
An excessive number of things that would be distracted in case I chose to leave this organization.
I don't feel any loss if I leave this organization.
Working in this organization is my life need.
At the present time, I just have a few choices to consider to leave this organization.
One of the few serious consequences from leaving this organization is an elective shortage that is available.
One of the reasons I survive in this organization is due to the difficulty of getting appropriate work in another organization.
<i>Normative</i>
I felt like other individual is easy to change from one organization to the other.
I am not sure when an individual ought to likewise to the organization.
It isn't ethical for me when an individual chases their career by hopping from one organization to another.
One of the primary reasons I keep on working for this organization is loyalty and trust as a moral obligation to survive.
In spite of being offered for a better job, leaving this organization isn't the best thing to do now.
I feel like there ought to be a solid specific worth to be more loyal in this organization.
<i>Intention to stay</i>
I plan to work at this job as far as might be possible.
Even if this job does not meet all their expectations, I won't quit my present job as far as might be possible.
I will likely spend the remain of my career in this work.