Archieves of Business Research – Vol.3, No.5
Publication Date: Oct. 25, 2015
DOI: 10.14738/abr.35.1489.
Deconinck, J. B., Deconinck, M. B., & Lockwood, F. (2015). Influence of Job Fit, Perceived Support, and Organizational Identificatoin in the Sales Force: An Analysis of Antecedents and Outcomes. *Archives of Business Research, 3(*5), 51-59.

Influence of Job Fit, Perceived Support, and Organizational Identification in the Sales Force: An Analysis of Antecedents and Outcomes

James B. DeConinck
School of Marketing, Entrepreneurship
Sport Management, and Hospitality & Tourism
Western Carolina University

Mary Beth DeConinck
School of Marketing, Entrepreneurship
Sport Management, and Hospitality & Tourism
Western Carolina University

Frank Lockwood
School of Marketing, Entrepreneurship
Sport Management, and Hospitality & Tourism
Western Carolina University

Abstract

Controlling turnover is an important issue for all organizations. But, the situation is especially relevant for professional salespeople where turnover and the costs associated with replacing salespeople are both high. While previous research has examined antecedents related to salesforce turnover, sparse research exists examining how the level of support salespeople perceive they receive from their sales manager and the organization are related to their intention to leave. In addition, the degree to which salespersons identity and fit with the organization's goals and values also have been studied infrequently. The results indicate that perceived support, job fit, and organizational identification are important variables related to salesforce turnover.

Key words: organizational identification, perceived support, job fit, turnover

INTRODUCTION

Potential detrimental consequences associated with employee turnover is an important problem facing managers of many businesses (2; 25). Much research has been conducted analyzing variables influencing turnover (e.g., 26; 28; 36). The meta-analysis by Griffeth, Hom, and Gaertner (26) indicated that several categories of variables are related to turnover. These variables included education, training, cognitive ability, job satisfaction, organizational factors and work environment factors such as compensation, leadership, co-workers, stress, and chances for promotion, and an external factor such as other job opportunities.

Turnover is especially relevant in professional selling where turnover can be twice as high as in other professions (43). The costs of recruiting, interviewing, and hiring new salespeople are between $75,000 and $300,000 per salesperson (16). While the direct costs of salesforce turnover is high, the indirect costs may be even more important (21). These indirect costs

Copyright © Society for Science and Education, United Kingdom

include "ramp-up" time for new salespeople to establish and maintain customers and the potential loss of current accounts due to a new salesperson occupying the territory (8).

Given the importance of reducing employee turnover, the number of studies that have examined the antecedents of turnover is not surprising. While the antecedents of turnover have often involved looking at employees' attitudes (job satisfaction and organizational commitment), recently research has examined how perceived support employees receive from the organization and their immediate supervisor influence turnover (10; 14; 37).

According to perceived organizational support theory (POS) (27), employees develop beliefs regarding the extent to which the organization cares about them and appreciates their contributions to achieving the firm's goals. Employees who perceive that the organization supports them and cares about their well-being will feel an obligation to reciprocate the favorable treatment through behavior that the organization values (22). A reciprocal relationship will occur wherein the employee and the organization develop performance-reward expectancies (42).

In addition to perceived organizational support, employees develop perceptions regarding the degree of perceived support they receive from their supervisor (perceived supervisor support - PSS). Similar to POS, PSS is related to important employees' attitudes and job outcomes (23; 34; 37).

This study has three purposes. First, while perceived support has been the focus of many studies, it seldom has been analyzed with regard to salespeople. The research that has investigated perceived support within the salesforce has reported that it is related significantly to salespersons' job satisfaction, organizational commitment, and performance (17; 40; 45). Since many studies have shown that perceived support is related to important job outcomes with non-sales employees, additional research involving salespeople appears to be warranted. Second, most of the research examining the relationship between perceived support and organizational identification has included only POS and not PSS. This study makes an important contribution to salesforce turnover by including both measures of perceived support and organizational identification in a model of turnover intentions. Last, this study examines job fit as a mediator between perceived support and turnover intentions. One recent study (14) indicates that job fit is a mediator between perceived support and turnover intentions. This study will explore this relationship with an expanded model. The proposed relationships are shown in Figure 1. Support for the hypothesized relationships is presented below.

LITERATURE REVIEW

Perceived Support

Eisenberger et al. (21, p. 501) define perceived organizational support (POS) as "the extent to which employees perceive that their contributions are valued by their organization and that the firm cares about their well-being." The basis for POS is social exchange theory (7; 24). Blau (7) states that social exchange involves "voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others" (pp. 91–92). An important part of social exchange theory is the norm of reciprocity (24), which states that when parties receive favorable outcomes in an exchange relationship, they will feel obligated to continue doing favors for the other party. For example, in a business environment when employees perceive that their socioemotional needs are being met, they will feel an obligation

to reciprocate this behavior or favor through increased commitment to the organization and performance (42).

When the employee receives support and rewards from the organization for behaving in a particular manner, he/she will be encouraged to continue the behavior in order to receive future rewards. The company, in turn, will feel obligated to reciprocate the employee's behavior through continued rewards (17). Another example of organizational support, providing employees with challenging assignments, as a means of reducing voluntary turnover was studied with the results finding that those employees who were given challenging assignments had reduced turnover intentions (41).

Perceived support can involve both organizational support and supervisory support. According to Rhoades and Eisenberger (42), supervisors act as agents for the organization in directing and subsequently evaluating employees' performance. Hence employees' favorable or unfavorable opinion of their supervisor translates to their perspective of the organization's level of support. According to Rhoades and Eisenberger (42), supervisors are agents of the organization. Employees' image of the organization is based on how they are treated by their supervisor. Therefore, they concluded that perceived supervisor support is an antecedent to perceived organizational support. Subsequent research has found support for this relationship (10; 37).

H1: PSS IS RELATED POSITIVELY TO POS.

Organizational Identification

The concept of organizational identification (OI) derived from the work on social identity theory (49). According to social identity theory, individuals classify themselves into various social groups that have emotional significance and whose members have similar characteristics (48; 50). This classification allows people to identify with a certain group that is distinct from other groups. Membership in the group elevates an individual's self-esteem (50). In order to enhance their self-esteem group members will seek positive ways to distinguish themselves from other groups (49). The degree of emotional significance attached to membership in the group determines the degree to which people identify with the group (4).

Ashforth and Mael (4) defined OI as "the perception of oneness with or belongingness to some human aggregate" (p. 21). It represents the distinct and enduring attributes of an organization that distinguishes it from other organizations (1). OI involves the extent to which people define themselves regarding membership in an organization for which they are employed (5). OI is an influential social consequence, because it signifies a positive psychological bonding between the employee and the organization (4). Employees are more likely to identify with their organization when they perceive the attributes that distinguish the organization and its employees are similar and when it provides them with a distinct and positive identity (19).

The extent to which employees identify with the organization has important implications. Research indicates that positive outcomes arise when employees report higher OI (5; 11; 15; 52). For example, in his meta-analysis Riketta (44) reported that OI was significantly correlated with higher job satisfaction, extra-role performance, and job involvement and lower absenteeism and turnover intentions.

Theoretically, employees who perceive they receive greater support from the organization should identify more strongly with the organization. However, few studies have examined this relationship. Most research has investigated the relationship between perceived support and organizational commitment (42). The studies that have investigated this relationship report that POS is related directly to OI (20; 47; 53). The lack of research investigating the link

between OI and perceived support indicates a need for further study. Prior research appears to indicate that POS is related to OI. In addition, research indicates that OI and turnover are related significantly (e.g., 13; 51).

H2: POS is related positively to OI.
H3: OI is related negatively to turnover intentions.

JOB FIT

Cable and DeRue (9) define job fit as "judgments of congruence between an employee's skills and demands of a job" (p. 875). Job fit is distinct from person-organization fit, which examines the similarity between the organization's culture and employees' personal values (9). Job fit involves employees' perceived comfort or compatibility with their organization including rewards (33). According to Mitchell et al. (39), the employee's career goals and personal values must be compatible (i.e. fit) with the organization's culture and demands of the job.

Both PSS and POS should be related to salespersons' perception of job fit. Perceived fit involves employees' opinion of the degree to which the organization strongly considers their goals and values, cares about them, and shows concern for their well-being. These issues are similar to aspects of transformational leadership (6). Transformational leaders inspire followers and care about their needs and concerns. An important aspect of a sales manager's job is to provide coaching and mentoring to their salespeople, which are traits of a transformational leader (46). The sales manager defines the salesperson's role and provides feedback with the goal of increasing the performance of the sales force.

Employees perceive a better fit with their organization when their values are congruent with the supervisor's and organization's values. Although no previous research could be found that has tested the direct relationship between PSS and job fit, since research has shown that transformational leadership is related to job fit (12; 27), PSS should theoretically also be related to job fit.

H4: PSS is related positively to job fit.
H5: POS is related positively to job fit.

Most prior research has analyzed the relationship between job fit and job satisfaction and/or organizational commitment (33) or have investigated how person – organization fit influences OI (18; 16). Cable and DeRue (9) did report that fit perceptions were related positively to OI. Theoretically, employees' who perceive their values are compatible with the organization's values should identify highly with their company's goals. In their meta-analysis Kristof-Brown, Zimmerman, and Johnson (33) reported that job fit is correlated with OI.

H6: Job fit is related positively to organizational identification.

SAMPLE AND DATA COLLECTION METHOD

The data for the study were obtained using a direct mailing list of 300 sales managers. The data were collected in several steps. As has been done in previous research (38), a letter along with the questionnaire was sent to each sales manager describing the purpose of the study. The letter asked them to participate in the study by encouraging all of their salespeople to complete the questionnaire. Twenty-two of the surveys were undeliverable. Of the remaining 278 sales managers, 98 of them agreed to participate in the study. To ensure confidentiality, the sales managers were asked to provide the mailing address for each salesperson. Questionnaires were then mailed to each salesperson along with a return envelope. An

average of about four salespeople reported to each sales manager. A total of 302 surveys were returned. However, due to missing data, only 296 were used in the study.

The demographic profile for the sample of 296 salespeople is as follows: their average age was 33.9 years; they averaged 8.8 years in sales and 5.4 years in sales with their present employer; slightly more than 70 percent of the sample were male.

MEASURES

A copy of the questionnaire appears in the appendix. All of the scales except turnover intentions were measured using a 5 point Likert scale ranging from strongly disagree (1) to strongly agree (5). The turnover intentions scale ranged from very unlikely (1) to very likely (5). Organizational identification was measured using the six-item scale developed by Mael and Ashforth (35) ($\alpha = 0.87$). Turnover intentions were measured using three items developed by Konovsky and Cropanzano (32) ($\alpha = 0.91$). Both Perceived Supervisor Support and Perceived Organizational Support were measured with five items from the widely used scale developed by Eisenberger et al. (21). As has been done in previous research, the word "organization" was replaced with "supervisor" when measuring perceived supervisor support. The six item scale for Job Fit was developed by Mitchell et al. (39).

RESULTS

The results were analyzed using LISREL version 8. The means, standard deviations and correlation among the variables appear in Table 1. In analyzing the results the first step was to test the measurement model. The results of the confirmatory factor analysis (CFA) indicated the data fit the model well ($\chi2 = 442.38$, df = 265, p = .00, GFI = .90, AGFI = .88, NFI = .97, RMSEA = .045). The hypothesized model next was assessed. The overall fit for the hypothesized model was good ($\chi2 = 459.88$, df = 269, p = .00, GFI = .90, AGFI = .88, NFI = .97, RMSEA = .046). The results indicated support for all of the hypotheses: H1 – PSS is related positively to POS ($\beta = .57$, t = 9.83); H2 – POS is related positively to OI ($\beta = .36$, t = 5.64); H3 – OI is related negatively to turnover intentions ($\beta = -.53$, t = 9.02); H4 – PSS is related positively to job fit ($\beta = .21$, t = 3.19); H5 – POS is related positively to job fit ($\beta = .36$, t = 5.42); and H6 – job fit is related positively to organizational identification ($\beta = .24$, t = 3.89).

CONCLUSIONS AND IMPLICATIONS

The purpose of this study was to extend salesforce turnover research by analyzing variables seldom included in models of salesforce turnover. Understanding variables associated with salesforce turnover is important given the direct and indirect costs of replacing a salesperson (8). Specifically, this study examined how job fit, perceived support, and organizational identification influence salespersons' intentions to leave their organizations. The results make important theoretical and managerial contributions to our understanding of salesforce turnover by showing how these variables either directly or indirectly influence salespersons' turnover intentions.

While perceived support has been the focus of much research during the last 30 years, it rarely has been the focus of salesforce turnover research. In addition, its relationship with job fit in any model of turnover has seldom been explored. The results in this study support prior research showing that PSS is related directly to higher levels of POS (10; 37). When salespeople perceive their sales manager considers their goals and values and their well-being, they report higher levels of POS.

The results also indicated that POS is an important variable in the turnover process. This study's results confirm previous research that the relationship between POS and turnover intentions is mediated by other variables (22). When the organization notices salespeople are

performing well and shows concern for them, they will identify more with the organization. An important theoretical implication of these results is that while both PSS and POS are important variables related to salespersons' turnover intentions, their relationship to turnover is indirect through other variables rather than direct.

Another important implication is the role of organizational identification. OI influences employees' attachment to their organization (19) and why employees choose to stay with their organization (5). They feel insulted and embarrassed when someone criticizes their company and view the company's successes as their own. Salespeople who identify highly with their company are more psychologically bound to the organization. The results confirm that salespeople who reported that they identify highly with their company stated that were less likely to leave for another sales position.

The last important contribution of this study is the inclusion of job fit in a model of salesforce turnover. This study confirms the results of prior research showing that job fit influences turnover intentions through POS (14). But, it also extends prior research by examining how job fit is related to turnover intentions through OI. This relationship has seldom been examined and to the best of our knowledge this study is the first one to examine the relationship among job fit, organizational identification, and turnover intentions.

The concept of job fit also has practical implications to organizations. When salespeople perceive a good fit between their goals and needs and those of the organization, they will feel more part of the organization (higher organizational identification). In addition, when their sales manager provides a supportive relationship (PSS), they will feel a need to reciprocate that behavior thorough positive behavior, which leads a lower desire to leave the company.

LIMITATIONS AND FUTURE RESEARCH OPPORTUNITIES

Several limitations need to be mentioned. First, this study was the first one to test a model of salespersons' turnover intentions that included job fit, perceived support, and organizational identification together. Future research needs to test the model to confirm this study's results. Second, the study was cross-sectional. Future research may want to test the model within a single organization. Third, since this study was cross-sectional only turnover intentions rather than actual turnover were measured. A future research study could investigate how the variables in the model influence actual turnover. Fourth, this study looked at only one aspect of job fit. Other studies should include multiple measures of job fit and/or include other types of fit (e.g. organizational fit). Last, this study was limited in scope. An interesting future study would be to investigate how ethical leadership or ethical climate are related to job fit, perceived support, and turnover.

In conclusion, the results indicate the importance of perceived support and job fit in the turnover process among salespeople. Hopefully, these results can be used to decrease turnover among salespeople by showing organizations the importance of these variables in the turnover process.

Correlations Matrix, Means, and Standard Deviations

Job Fit						
OI	.41					
POS	.48	.48				
PSS	.42	.31	.57			
Turnover Intentions	-.22	-.53	-.25	.44	-.14	
Means	20.76	20.25	16.71	18.08	21.97	6.82
Standard Deviations	4.62	4.94	4.48	4.24	4.93	2.90

References

Albert, S., and D. A. Whetten (1985), "Organizational identity," in Research in Organizational Behavior, vol. 7, Lawrence L. Cummings and Barry M. Staw, eds., Greenwich, CT: JAI Press, 263–295.

Allen, D. G., P. C. Bryant, and J. M. Vardaman (2010), "Retaining talent: Replacing misconceptions with evidence-based strategies," Academy of Management Perspectives, 24, 48 – 65.

Allen, D. G., L. M. Shore, and R. W. Griffeth (2003), "The role of perceived organizational support and supportive human resource practices in the turnover process," Journal of Management, 29, 99-118.

Ashforth, B. E., S. H. Harrison, and K. G. Corley (2008), "Identification in organizations: An examination of four fundamental questions," Journal of Management, 34, 325–374.

Ashforth, B. E., and F. Mael (1989), "Social identity theory and the organization," Academy of Management Review, 14, 20–39.

Bass, B. M. (1985), Leadership and Performance Beyond Expectations, New York: Free Press.

Blau, Peter (1964), Exchange and Power in Social Life, New York: Wiley.

Boles, J. S., G. W. Dudley, V. Onyehah, D. Rouziès, and W. A. Weeks (2012), "Sales force turnover and retention: A research agenda," Journal of Personal Selling & Sales Management, 32, 131-140.

Cable, D. M. and D. DeRue (2002), "The convergent and discriminant validity of subjective fit perceptions," Journal of Applied Psychology, 87, 875-884.

Campbell, N. S., S. J. Perry, C. P. Maertz, D. G. Allen, and R. W. Griffeth (2013), "All you need is . . . resources: The effects of justice and support on burnout and turnover," Human Relations, 66, 759-782.

Chen, Y. C., S. C. Chi, R. Friedman (2013), "Do more hats bring more benefits? Exploring the impact of dual organizational identification on work-related attitudes and performance," Journal of Occupational & Organizational Psychology, 86, 417-434.

Chi, N. W. and S. Y. Pan (2012), "A multilevel investigation of missing links between transformational leadership and task performance: The mediating roles of perceived person-job fit and person-organization fit," Journal of Business and Psychology, 27, 43-56.

Cole, Michael S., and Heike Bruch (2006), "Organizational identity strength, identification and commitment and their relationships to turnover intention: Does organizational hierarchy matter?" Journal of Organizational Behavior, 27 585–605.

Dawley, D., J. D. Houghton, and N. S. Bucklew (2010), "Perceived organizational support and turnover intention: The mediating effects of personal sacrifice and job fit," Journal of Social Psychology, 150, 328-257.

DeConinck, J. B. (2011), "The effects of leader-member exchange and organizational identification on performance and turnover among salespeople," Journal of Personal Selling & Sales Management, 31, 21-34.

DeConinck, J. B. (2015), "Outcomes of ethical leadership among salespeople," Journal of Business Research, 68, 1086-1093.

DeConinck, J. B. and J. T. Johnson (2009), "The effects of perceived supervisor support, perceived organizational support, and organizational justice on turnover among salespeople," Journal of Personal Selling & Sales Management, 29, 333-350.

Demir, M. S. Demir, S. S., and K. Nield (2015), "The relationship between person-organizational fit, organizational identification and work outcomes," Journal of Business Economics & Management, 16, 369-386.

Copyright © Society for Science and Education, United Kingdom

Dutton, J. E., J. M. Dukerich, and C. Harquail (1994), "Organizational images and member identification," Administrative Science Quarterly, 39, 239-263.

Edwards, M. R. (2009), "HR, perceived organisational support and organisational identification: An analysis after organisational formation," Human Resource Management Journal, 19, 91-115.

Eisenberger, R., S. Armeli, B. Rexwinkel, P. D. Lynch, and L. Rhoades (2001), "Reciprocation of perceived support," Journal of Applied Psychology, 86, 42–51.

Eisenberger, R., R. Huntington, S. Hutchison, and D. Sowa (1986), "Perceived organizational support," Journal of Applied Psychology, 73, 500–507.

Eisenberger, R., F. Stinglhamner, C. Vandenberghe, I. L. Sucharski, and L. Rhoades (2002), "Perceived supervisor support: Contributions to perceived organizational support and employee retention," Journal of Applied Psychology, 87, 565-573.

Gouldner, A. W. (1960), "The norm of reciprocity: A preliminary statement," American Sociological Review, 25, 161–178.

Griffeth, R. W. and P. W. Hom (2001), Retaining Valued Employees. Thousand Oaks, CA: Sage.

Griffeth, R. W., P. W. Hom, and S. Gaertner (2000), "A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium," Journal of Management, 26, 463-488.

Guay, R. P. (2013), "The relationship between leader fit and transformational leadership," Journal of Managerial Psychology, 28, 55-73.

Holtom, B. C., T. R. Mitchell, T. W. Lee, and M. B. Eberly (2008), "Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future," Academy of Management Annals, 2, 231-274.

Johnson, Julie T., H. C. Barksdale, Jr., and J. S. Boles (2001), "The strategic role of the salesperson in reducing customer defection in business relationships," Journal of Personal Selling & Sales Management, 21, 123–134.

Konovsky, M. A. and R. Cropanzano (1991), "Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance," The Journal of Applied Psychology, 76, 698-707.

Kristof-Brown, A. L., R. D. Zimmerman, and E. C. Johnson (2005), "Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit," Personnel Psychology, 58, 281-342.

Kuvaas, B. and A. Dysvik (2010), "Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes," Human Resource Management Journal, 20, 138-156.

Mael, F. A., and B. E. Ashforth (1992), "Alumni and their alma mater: A partial test of the refinement model of organizational identification," Journal of Organizational Behavior, 13, 103–123.

Maertz, C. P., and M. A. Campion (1998). "25 years of voluntary turnover research: A review and critique," International Review of Industrial and Organizational Psychology, 13, 49–83.

Maertz, C. P., R. W. Griffeth, N. S. Campbell, and D. G. Allen (2007), "The effects of perceived organizational support and perceived supervisor support on employee turnover," Journal of Organizational Behavior, 28, 1059-1075.

Miao, C. F. and K. R. Evans (2007), "The impact of salesperson motivation on role perceptions and job performance—A cognitive and affective perspective," Journal of Personal Selling & Sales Management, 27, 89–101.

Mitchell, T. R., B. C. Holtom, T. W. Lee, C. J. Sablynski, and M. Erez (2001), "Why people stay: Using job embeddedness to predict voluntary turnover," Academy of Management Journal, 44, 1102-1121.

Piercy, N. F., D. W. Cravens, N. Lane, and D. W. Vorhies (2006), "Driving organizational citizenship behaviors and salesperson in-role performance: The role of management support and perceived organizational support," Journal of the Academy of Marketing Science, 43, 244-262.

Preenen, P. T. Y., I. E. De Pater, A. E. M. Van Vianen, and L. Keijzer (2011), "Managing voluntary turnover through challenging assignments," Group and Organizational Management, 36, 308-344.

Rhoades, L. and R. Eisenberger (2002), "Perceived organizational support: A review of the literature," Journal of Applied Psychology, 87, 698-714.

Richardson, R. (1999), "Measuring the impact of turnover on sales," Journal of Personal Selling & Sales Management, 19, 53–66.

Riketta, M. (2005), "Organizational identification: A meta-analysis," Journal of Vocational Behavior, 66, 358–384.

Rutherford, B., J. Park, and S. L. Han (2011), "Increasing job performance and decreasing salesperson propensity to leave: An examination of an Asian sales force," Journal of Personal Selling & Sales Management, 31, 171-184.

Shannahan, K. L. J., Rachelle J. Shannahan, and Alan J. Bush (2013), "Salesperson coachability: what it is and why it matters," Journal of Business & Industrial Marketing, 28, 411-420.

Sluss, D. M., M. Klimchak, and J. J. Holmes (2008), "Perceived organizational support as a mediator between relational exchange and organizational identification," Journal of Vocational Behavior, 73, 457-464.

Tajfel, H. (1972), "Experiments in a vacuum," in The Context of Social Psychology: A Critical Assessment, Joachim Israel and Henri Tajfel, eds., London: Academic Press, 69–122.

Tajfel, H. (1982), "Social psychology of intergroup relations," Annual Review of Psychology, 33, 1–39.

Tajfel, H. and J. C. Turner (1979), "An integrative theory of intergroup conflict," in The Social Psychology of Intergroup Relations, William G. Austin and Stephen Worchel, eds., Monterey, CA: Brooks/Cole, 33–47.

Van Dick, R., O. Christ, J. Stellmacher, U. Wagner, O. Ahlswede, C. Grubba, M Hauptmeier, C. Höhfeld, K. Moltzen, P. A. Tissington (2004), "Should I stay or should I go? Explaining turnover intentions with organizational identification and job satisfaction," British Journal of Management, 5, 351-360.

Zagenczyk, T., R. Gibney, W. Few, and K. Scott (2011), "Psychological contracts and organizational identification: The mediating effect of perceived organizational support," Journal of Labor Research, 32, 254-281.

APPENDIX - QUESTIONNAIRE ITEMS

Job Fit

1. I like the members of my work group.
2. My co-workers 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 (values and beliefs).
6. I like the authority and responsibility I have at this company.

Organizational Identification

1. When somebody criticizes your company, it feels like a personal insult.
2. I am very interested in what others think about my company.
3. When I talk about this company, I usually say "we" rather than "they."
4. This company's successes are my successes.
5. When someone praises this company, it feels like a personal compliment.
6. If a story in the media criticized this company, I would feel embarrassed.

Perceived Organizational Support

1. The organization strongly considers my goals and values.
2. The organization really cares about my well-being.
3. The organization is willing to extend itself in order to help me perform my job to the best of my ability.
4. Even if I did the best job possible, the organization would fail to notice. (R)
5. The organization shows very little concern for me. (R).

Turnover Intentions

1. How likely is it that you will look for a job outside of this organization during the next year?
2. How often do you think about quitting your job at this organization?
3. If it was possible, how much would you like to get a new job?

The words "the organization" was replaced with "my sales manager" for the PSS scale.

Hypothesized Model

