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PERCEPTIONS OF ORGANIZATIONAL CONTINUITY: SCALE DEVELOPMENT AND IMPLICATIONS FOR ORGANIZATIONAL OUTCOMES

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SCALE DEVELOPMENT AND IMPLICATIONS FOR

ORGANIZATIONAL OUTCOMES

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A Thesis

Presented to the

Faculty of

California State University,

San Bernardino

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In Partial Fulfillment

of the Requirements for the Degree

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by

Gabino Adrian Gomez-Canul

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ABSTRACT

The following study examines the impact that perceptions of organizational continuity (POC) have on organizational identification (OI) and organizational outcomes, including organizational citizenship behaviors (OCBs) and turnover intentions. It was proposed that POC would be an important factor in determining OI, OCBs, and turnover intentions. In order to test this proposition, a scale was developed that measured an individual's POC within their organization with regards to the organization's culture and history. A survey was distributed among working individuals that contained the new measure of POC and other established measures of an organization's culture and values. The sample consisted of 394 participants. The results showed that the construct of POC consisted of perceiving the organization's culture and values as continuous over time. Additionally, the measure predicted OCBs and turnover intentions. POC did not, however, predict these outcomes over and above OI. Mediation analyses showed that OI mediated the relationship between POC and OCBs/turnover, thus, providing evidence to show that POC is a contributing factor in the development of an individual's identification with an organization. This investigation extends research in the area of OI from the social identity perspective by providing the basis for understanding and measuring one of the components that leads to identification with an organization.

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INTRODUCTION

Social identities that develop from membership in an organization can be an important aspect of an individual's self-concept (Ashforth & Mael, 1989; Tajfel & Turner, 1986). Feeling psychologically attached to and valuing membership in an organization can have many psychological benefits for individuals including enhanced individual and collective self-esteem (Mael & Ashforth, 1992). Organizations benefit from having members with a strong sense of identification for the organization because such members will be more inclined to help the organization succeed. Although a great deal of research has demonstrated that organizational identification (OI) is an important determinant of organizational outcomes (Abrams, Ando, & Hinkle, 1998; Chan, 2006; Ritcher, West, Van Dick, & Dawson, 2006; van Knippenberg & Sleebos, 2006), little research has examined the factors that contribute to and maintain an individual's sense of identification with an organization. One possibility is that individuals are more likely to develop a strong identification for an organization that they perceive as having temporal permanence (i.e. a continuous organization).

The connection between the perception of temporal permanence and identification has been identified in social psychological research as a key component of an individual's sense of identity with a particular cultural group (Chandler, Lalonde, Sokol, & Hallett, 2003; Jetten & Wohl, 2012; Sani et al.,

2007; Sani, Herrera, & Bowe, 2009). For example, when highly self-identified English nationals perceived English history as being discontinuous, individuals experienced more collective angst than those who perceived the history as continuous (Jetten & Wohl, 2012). Further, they found that those who had higher levels of identification with their English origins experienced an increased need to preserve their collective identity. This resulted in individuals striving to preserve important characteristics of the group's culture when individuals experienced threats to the collective identity of their group.

Organizations whose members experience a sense of identification to the organization also ascribe to the values, beliefs, and norms of the organization (i.e., the organizational culture). Dutton, Dukerich, and Harquail (1994) noted that the prevalence of an organization's cultural images and underlying values/beliefs help to strengthen an individual's sense of identification with an organization. Thus, the particular cultural characteristics of the organization that are enduring and have temporal permanence should help to establish and maintain an individual's connection to the organization. The implications of members perceiving their organization as temporally enduring can, therefore, be an important factor that helps to strengthen OI. To date, the literature has no established measure that examines an individual's perceptions of organizational continuity. Thus, the purpose of this study will be to develop a measure of organizational continuity and assess the prospective

influence that such perceptions will have on OI and important organizational outcomes.

Social Identity Theory and Organizational Identification

Social identity theory (Tajfel & Turner, 1986) posits that people's self-concept includes evaluations of both their individual attributes (the "I") and their important social identities (the "We"). An individual's social identity refers to the aspect of the self that is derived from membership in a particular group. This component forms through the process of self-categorization where over time one adopts the group's normative behaviors, values, and characteristics (Tajfel & Turner, 1979; 1986). The conception of the self as a group member provides a basis for the attitudinal and behavioral aspects of group membership (Tajfel 1978; Tajfel & Turner, 1979). That is, the more an individual conceives the self in terms of the group the more the individual's attitudes and behaviors are governed by the group membership.

The application of social identity theory to organizations began with Ashforth and Mael's (1989) work, which introduced a new framework for understanding the processes involved in OI. They proposed that organizational membership reflects on the self just as other social group memberships do (e.g., ethnicity, gender, sexuality). Therefore, individuals' perceive themselves as being intertwined psychologically (cognitive and emotional) with the outcomes of the organization through a process of self-identification (Ashforth & Mael, 1989). Because of this self-defining

component, individuals strive to behave in ways that are congruent with the identity provided that membership with the organization is salient (Ashforth & Mael, 1989). As a result, higher levels of OI are associated with a higher likelihood that employees will take on the organization's perspectives and will behave in ways that are in the best interest of the organization (Mael & Ashforth, 1992).

As Mael and Ashforth (1992) explained OI is "the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization in which he or she is a member of" (p. 104). The concept of social identity, where an individual's self-concept is derived from the awareness of being a member of a particular group together with the emotional value attached to the membership, reflects the internalization of group membership as a part of an individual's "self" (Ashforth & Mael, 1989). Identification leads individuals to perceive themselves in terms of the characteristics they share with other in-group members (i.e., the social identity) and less on the characteristics that differentiate group members from one another (i.e., the personal identity). The group psychologically becomes an important component of an individual's self-concept. Thus, higher levels of identification with an organization will lead individuals to behave in ways that are consistent with the norms, beliefs, and values of the organization. Moreover, through identification individuals take on the organization's goals as their individual goals and are more likely to be motivated to work hard to

achieve those goals (Ashforth & Mael, 1989; van Knippenberg, 2000). This increase in motivation to perform can result in positive outcomes that benefit the organization.

Researchers have found that a relationship exists between OI and important organizational outcomes, such as turnover intentions (Abrams et al., 1998) and organizational citizenship behaviors (OCBs) (Chan, 2006; Kane, Magnusen, & Perrewe, 2012). Turnover intention refers to an individual's intent to leave the organization. When individuals leave it disrupts the workflow of the organization, especially when the individual performs crucial operational tasks. The organization then needs to begin a recruitment process to fill the vacant position. Not only does this take time, engaging in recruitment and new training programs can cost the organization a lot of money. This can have negative effects on the organization's performance (i.e., as turnover increases, performance decreases). For instance, Argote, Insko, Yovetich, and Romero (1995) found in an experimental study that work groups that experienced turnover were less productive than those groups without turnover.

The research on turnover intentions has consistently found job satisfaction (Shore & Martin, 1989; Waters, Roach, & Waters, 1976), as well as, compensation/pay (Hom, Katerberg, & Hulin, 1979) as important determinants of turnover intentions. However, recent explorations of the various predictors of turnover have identified OI as an important factor. For example, Abram and his colleagues (1998) conducted a study where OI was

found to be an important predictor of turnover intentions. Specifically, they found that individuals who highly identified with their organization reported lower levels of turnover intentions than those who did not identify with the organization. They found these results in both British and Japanese commercial organizations. Similarly, van Dick et al. (2004) conducted a series of studies using four different samples where they found that individuals high on OI and job satisfaction reported lower rates of turnover in various organizations. Therefore, OI can be an important determinant of an individual's intentions to leave an organization.

Organizational citizenship behaviors refer to those organization directed behaviors that go "above and beyond" an individual's normal task performance (Kane et al., 2012). Individuals who engage in OCBs do so even in the absence of formal rewards afforded by the organization (e.g., compensation) and are performed with the intent of helping the organization improve. Most of the research on the topic of OCBs provides significant evidence that OCBs are linked to positive organizational outcomes including employee efficiency and productivity (Koys, 2001; Podsakoff & MacKenzie, 1994). A recent meta-analytic study conducted by Podsakoff, Whiting, Podsakoff, and Blume (2009) reported that OCBs have a positive relationship with customer satisfaction and organizational profitability. A finding of particular importance in the OCB literature for this research is its positive relationship with OI. Kane and colleagues (2012) found that individuals who were highly identified with an

organization were more likely to engage in OCBs than those who did not identify with the organization. This relationship was found in similar research conducted by Chan (2006), which also examined the link between OI and OCBs. Similarly, their results provided evidence for the positive relationship between OI and OCBs. Therefore, when individuals are highly identified with an organization they will perform extra duties that are not within their expected job tasks to help improve the organization.

Given that OI is an important concept that determines important organizational outcomes, it becomes important to identify what factors contribute to an individual's sense of identification. Ashforth and Mael (1989) described several factors that may contribute to an individual's identification formation including group distinctiveness, group prestige, outgroup salience, and shared goals. Although the categorization of an individual into a group represents the beginning stages of identification formation, the pervasiveness of the identification is dependent on the combination of the various factors present in the organization. A number of studies have examined the role of perceived organizational prestige and outgroup salience on OI (Bartels, Pruyn, De Jong, & Joustra, 2007; Fuller, Hester, Barnett, Frey, Relyea, & Beu, 2006; Mignonac, Herrback, & Guerrero, 2006; Smidts, Pruyn, & Van Riel, 2001). Additionally, Reade (2001) has investigated the role of group distinctiveness, interpersonal relations, and cultural similarity on the development of OI. The results of Reade's (2001) study found that such factors are important for

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establishing an individual's identification with an organization. Although this research has helped to identify perceived prestige and various other factors as important determinants of OI, little research has examined factors such as temporal permanence and its potential influence on OI. Therefore, it is expected that the perceptions of organizational continuity (POC) scale will be a strong predictor OI. In addition, this scale will also predict important organizational outcomes including OCBs and turnover intentions.

Organizational Identification and Organizational Commitment

A particular issue with the topic of OI is its frequent confusion with the concept of organizational commitment. Such confusion has created a divide between OI and organizational commitment researchers. Some researchers argue that both constructs are the same, while others view them as distinct and separate (van Dick, 2001, 2004; van Knippenberg & Sleebos, 2006). Although research has found that some overlap exists between organizational commitment and OI (Riketta, 2005; van Dick, 2004), there is strong evidence that suggests that the two constructs are different.

Organizational commitment is defined as the relative strength of an individual's identification and involvement with an organization (Mowday, Steers, & Porter, 1979). Individuals who are committed to an organization commit to the goals and values of the organization and are willing to work hard to achieve those goals (Porter, Steers, Mowday, & Boulian, 1974). Meyer and Allen (1991) identified three distinct dimensions of organizational commitment:

affective commitment, continuance commitment, and normative commitment. Affective commitment describes an individual's emotional attachment, identification, and involvement with an organization. Individuals with strong affective commitment remain with the organization because they want to do so (Meyer & Allen, 1991). Continuance commitment explains an individual's willingness to remain with an organization due to lack of alternative job opportunities or to perceived costs of leaving the organization. Lastly, normative commitment refers to an individual being committed to an organization due to internalized pressure or feelings of obligation caused by the culture or norms of the organization (Meyer & Allen, 1991). All together, these three dimensions describe an individual's attitudinal commitment toward an organization. Research on this topic focuses on understanding the processes involved by which individual's come to think about their relationship with the organization (Gautam, Van Dick, & Wagner, 2004).

Of the three commitment dimensions, affective commitment has been found to have favorable individual and organizational outcomes in terms of satisfaction and turnover (Mowday, Porter, & Steers, 1982). Continuance commitment, on the other hand, has been found to have a negative relationship with performance. Normative commitment has been found to be positively related to organizational outcomes but to a lesser degree than affective commitment (Allen & Meyer, 1990).

Ashforth and Mael (1989) theoretically differentiated between the OI and commitment. As they explained, OI is based on an individual's self-definition, whereas organizational commitment is not. Therefore, OI represents the perceptions of belonging to the organization, where individuals define themselves in terms of the organizational membership (Ashforth & Mael, 1989). Within the social identity framework, OI is flexible and is highly dependent on the salience the group and on the context of the interactions with other groups (Ashforth & Mael, 1989; Tajfel & Turner, 1986). Organizational commitment, on the other hand, is seen as an attitude that is relatively stable once established (Guatam et al., 2004).

Pratt (1998) pointed out further that identification and commitment develop on the basis of different sources. Identification is dependent on factors including perceived similarity and shared fate with the organization (Mael & Ashforth, 1992), whereas, commitment forms from exchange based factors such as the material relationship between the individual and the organization (Tyler & Blader, 2000). Thus, highly committed individuals are driven more by formal aspects of their work and leadership control. On the other hand, individuals highly identified with the organization will think and act on behalf of the organization's norms and values even if they are not formally compelled to do so. This occurs because the individual has adopted such values into their self-concept (Tyler & Blader, 2000). Lastly, for developing a sense of commitment, there has to be an exchange and affiliation between the

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individual and the organization. From the social identity perspective, no desire

for affiliation with the organization in the future is necessary (Dutton et al.,

1994). Thus, an individual can work alone and far away from the organization

and still be highly identified with the organization.

Empirical studies provide further evidence for the distinction between OI

and organizational commitment. In an early study, Mael and Tetrick (1992)

found that OI measures and organizational commitment measures were

correlated between .50 and .60. However, confirmatory factor analyses

revealed better fit indices for models in which there were different factors for

identification and commitment than models in which both concepts were put

together in a single latent variable (Mael & Tetrick, 1992). In a second study,

Gautam et al. (2004) also showed that identification and commitment scales

measured distinct constructs in a sample of Nepalese organizations. Van

Knippenberg and Sleebos (2006) collected data from university faculty to

further explore the differences between OI and commitment. Consistent with

previous studies, they found using confirmatory factor analyses that

identification and commitment were distinct constructs. In addition, they also

discovered that when controlling for identification, commitment was uniquely

correlated with perceived organizational support and job satisfaction. When

this was reversed (i.e., controlled for commitment) they discovered that

identification was uniquely correlated with a self-referential aspect of

organizational membership (van Knippenberg & Sleebos, 2006). In a fourth

study, Cole and Bruch (2006) found that OI and commitment, as well as, identity strength were unique constructs measuring different aspects of an individual's state within an organization. Therefore, for this study OI and commitment are viewed as distinct constructs that measure different aspects of an individual's relationship to an organization.

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Historical and Cultural Factors Creating a Sense of
Organizational Identification and Continuity

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In ethnic groups specific values, beliefs, and norms serve to uphold and maintain the unique cultural characteristics of the group. Individual in-group members benefit from understanding important cultural characteristics relevant to their group's cultural origin (e.g., historical milestones of the group). Research has pointed out that perceiving one's cultural group as enduring can contribute to the individual's sense of identification with the group (Sani et al., 2007; Jetten & Wohl, 2011). For example, research on Mexican Americans has identified common history as an important determinant of identification with the group and is related to positive individual outcomes including heightened self-esteem and increased well-being (Iturbide, Raffaelli, & Carlson, 2009; Chaves-Reyes, 2011; Knight et al., 2012). Mexican Americans who have a connection to their cultural roots and to their ethnic identity display less instances of depression even in the midst of acculturative stress (Iturbide et al., 2009). The values and beliefs associated with the group provide a framework for establishing important group characteristics. Therefore,

members of particular social groups benefit from having a connection to and maintaining important cultural traits/values that make group membership meaningful.

Similar to ethnic groups, organizations are social collectives that are characterized by their distinct values, norms, and processes. The combination of these elements allows organizations to develop distinct cultures that draw individuals to become members of the organization. Schein (1990) generally described culture as what a group learns over a period of time as the group learns to solve its problems of survival from the external environment and its problems of internal integration. Schein (1990) defined organizational culture as:

> A pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be valid, and therefore taught to new members as the correct way to perceive, think, and feel in relation to those problems. (p. 111)

Organizational cultures are derived from a leader or leaders who discover and develop the patterns of operation for the organization that will govern the way the entity will handle its business and attain its goals. The organization's leaders establish the norms and values that ultimately determine how people working in the organization will react to important processes. Thus, an

organization's culture serves to establish the rules that govern people's behavior.

The strength of a given organizational culture is dependent on various factors including the stability of the group, the length of time the group has existed, and the strength/clarity of the values held by the leaders of the group (Schein, 1990). New members are indoctrinated to the organization's culture from the first day an individual shows up to work through the process of socialization (Schein, 1990). This process typically begins during the recruitment and selection process in which organizations look for new members that have the right set of assumptions, beliefs, and values (Schein, 1990). When organizations give new members information about the organization's processes, norms, and values it ensures that the culture of the organization continues. This helps to perpetuate and reproduce the culture for future generations of organizational members. For members who are already working in the organization, this ensures that the organization will continue to prosper.

Therefore, organizational culture is an important dimension that influences an individual's sense of continuity. When one has a strong connection to the culture and understands the historical significance of the organization's development, this can help to foster identification. For example, Janssen's (2013) case study reviewed how Volkswagen's culture of forced labor during WW II influenced the perceptions of outgroup and in-group

members towards the organization and its culture. She examined how the organization was able to shift negative cultural perceptions in order to reflect the organization's new perspective of its historical past and its projection into the future. Volkswagen accomplished this by acknowledging its past rather than engaging in defensive strategies. The company implemented various internal programs and policies that address its history of forced labor. For example, in 1991 the company initiated the construction of its first memorial for forced laborers at the Volkswagen headquarters. The company also provides seminar rooms and bedrooms for volunteers at the Auschwitz memorial, as well as, educational programs for managers and trainees. Volkswagen has also issued several press releases, website content, and corporate social responsibility brochures that directly addresses issues pertaining to its history of forced labor and highlights its present efforts to mend the damages of the company's past actions. In taking these steps, the company has been able to assuage the negative perceptions that internal employees and external individuals have of the organization. Thus, examining the continuous cultural and historical dimensions of an organization can be an important factor that determines an individual's strength of identification with the organization.

Defining the Perceptions of Organizational Continuity (POC) Construct

In social psychology, the concept of cultural collective continuity was first explored by Sani and his colleagues (2007). They described the concept

of continuity as "the perception of [cultural] in-groups as enduring and temporally persistent entities" and serves to strengthen individual's identification with the in-group (Sani et al., 2007). In order to assess this perception they developed and tested a measure of perceptions of collective continuity (PCC). Their PCC scale consisted of two dimensions (Sani et al., 2007). The first dimension measures the perceived continuity of traditions and norms, while the second measures the perceived interconnection of historical events and stages.

With their measure, Sani et al. (2007) observed that ethnic group identities have specific values, beliefs, traditions, and cultural traits that have a degree of permanence as they are passed down to succeeding generations (Sani et al., 2007). This leads people to perceive their social groups as enduring and temporally persistent entities that extend beyond perceptions of the individual self (Tajfel & Turner, 1986). Moreover, they found that perceptions of continuity among specific cultural groups serves as a psychological resource necessary to counter harm to the self-esteem (Sani et al., 2007; Sani, Herrera, & Bowe, 2009). For example, in a sample of native and non-native North American boys, Chandler et al. (2003) demonstrated that individuals who believed in their group's cultural continuity displayed less depression and exhibited higher levels of social well-being. Sani, Bowe, and Herrera (2008) confirmed that enhanced perceptions of collective continuity were related to lower levels of social instability and higher levels of social

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well-being among Spanish nationals. Their findings established the construct of cultural continuity as an important dimension of in-group identification for members of different ethnic groups.

Within the context of organizations, recent literature on mergers suggests that an important dimension of OI involves perceptions of continuity between individuals and the organization (van Knippenberg et al., 2002). For instance, van Knippenberg et al. (2002) found that when two organizations merged, those who were of the dominant organization were more likely to have a greater sense of OI than those who were of the less dominant organization (van Knippenberg et al., 2002). The reason is because dominant organizations have greater power to impose their culture on the less dominant organization and are able to maintain the history, values, and goals associated with the organization. Organizations of the less dominant organization often go through organizational restructuring that alters the culture employees identified with. Thus, they observed that OI after a merger was contingent upon a sense of continuity of identity (van Knippenberg et al., 2002). Despite their findings, the nature of this study did not provide a clear definition of organizational continuity nor did it measure it among the employees of the organizations. The researchers were solely interested in determining OI patterns among dominant and submissive organizations that had merged (van Knippenberg et al., 2002).

Lupina-Wegener, Drzensky, Ullrich, and van Dick (2014) included in their study an examination of what they called projected continuity. According

to the researchers projected continuity refers to an organization's "road map into the future". Projected continuity, as they defined, looks strictly at the projection of an organization's identity into the future (Lupina-Wegener et al., 2014). They found that projected continuity was an important predictor of OI in organizations after a merger. Specifically, organizations that were subordinate were observed to have lower perceptions of projected continuity after a merger. This was not the case for those who were part of the dominant organization (Lupina-Wegener et al., 2014). Despite their findings of the effects of projected continuity on post-merger OI, the results are limited to the area of mergers and acquisitions. Additionally, their two item measure of projected continuity captured only an individual's perceptions of an organization projecting its identity into the future after a merger.

It is possible that perceptions of continuity need not only apply to contexts involving mergers and acquisitions. It is possible that organizations can benefit from instilling a sense of continuity in order to foster positive organizational outcomes such as OCBs and decrease turnover intentions. An organization is infused with distinct values, beliefs, and norms that begin at the time of its establishment. As Schein (1990) noted, during this development the leader(s) serves to identify the goals, values, and processes of the organization that will eventually develop the organization's culture and help propel it into the future. Thus, perceptions of organizational continuity are derived from the perceptions of the organization's culture/history as being

persistent across time despite the changes that may occur in the external environment. For this study organizational continuity is defined as an individual's perceptions of an organization as an enduring and temporally persistent entity, where individuals view an organization's underlying values, goals, norms and history as consistent across time and serves as a buffer against negative organizational outcomes.

The nature of this construct measures an individual's perceptions of their organization's continuity. As such, we expect that this construct will not be related to other measures, especially measures of cognitive ability. A variety of cognitive ability measures exist that test an individual's aptitude in specific domains including verbal ability, arithmetic, and mechanical comprehension. Research on cognitive ability tests has shown them to be significant predictors of various outcomes including school and work performance (Kuncel, Ones, & Sackett, 2010; Ryan & Ployhart, 2014; Schmidt & Hunter, 1998). The nature of such tests is to measure an individual's knowledge and ability in specific areas and is therefore, measuring a construct that is different from individual perceptions of organizational continuity. Cureton and Cureton's (1995) Multi-Aptitude (MAT) test was developed to resemble standardized aptitude tests containing several subtests in areas including vocabulary, arithmetic, number series, and mechanical comprehension. We expect that this measure will help to establish the

convergent validity of the POC measure because the scores individuals receive on the test will not be correlated with the POC construct.

The previous research discussed above alludes to the predictive strength of continuity for OI and important outcomes. However, no measure of organizational continuity has been developed to examine the effects of this construct in organizations. As a first step in understanding the POC construct, we intend to develop a scale that measures an individual's perceptions of their organization's continuity in terms of its cultural and historical characteristics. We predict that:

Hypothesis 1: The POC measure will be a reliable measure of an

individual's perceptions of organizational continuity.

Hypothesis 2: The POC measure will be a valid measure as indicated by its

convergent and divergent validity with other measures.

Hypothesis 2a: The POC measure will have a strong positive

relationship with OI.

Hypothesis 2b: The POC measure will correlate slightly with

organizational commitment

Hypothesis 2c: The POC measure will be positively related to

measures of organizational culture.

Hypothesis 2d: The POC measure will have a positive relationship

with OCBs and a negative relationship with turnover

intentions.

Hypothesis 2e: The POC measure will have no relationship with

cognitive ability.

Hypothesis 3: POC will mediate the relationship between OI and

organizational outcomes: OCBs and Turnover Intentions.

CHAPTER TWO

METHOD

Participants

Participants were recruited through the California State University, San Bernardino Psychology Department Research Pool (i.e., SONA system), social media websites (e.g., Facebook and Linkedin) and from the City of Los Angeles Personnel Department. Participants were required to be English-speaking adults over the age of 18 who work part-time or full-time. CSUSB Students received two units of extra credit in exchange for their participation, while non-student participants participated on a voluntary basis.

Four hundred ninety-one surveys were completed. Survey completion included answering "yes" to the working requirement question (i.e., are you currently employed?) and responding to five careless responding items. After data screening, the final sample included 394 participants. The sample consisted of 80.2 percent (n = 319) women and 15.1 percent men (n = 60), with an average age of 26.15 (SD = 9.41) years, and predominately Latino/Hispanic (55%, n = 219). The majority of participants worked in the public industry (29.1%, n = 116), reported working at their organization from one to five years (50.3%, n = 200), and worked an average of 26.6 (SD = 10.7) hours per week (see Table 1). Additionally, 81 percent (n = 319) of the participants provided their current school GPA, which indicates a large student sample.

Table 1. Descriptives for Demographics Variables

Categorical Variables		N	%
Gender	Female	319	80.2
	Male	60	15.1
Ethnicity	Asian	24	6
	Latino/Hispanic	219	55
	African-American	18	4.5
	White	91	22.9
	Other	23	5.8
Industry	Public	116	29.1
	Private	33	8.3
	Education	66	16.6
	Human Services	34	8
	Manufacturing	7	1.8
	Customer Service	95	23.9
	Other	26	6.5
Years worked at Org.	Less than 1 year	127	31.9
	1-5 years	200	50.3
	6-10 years	28	7
	11-15 years	12	3
	16-20 years	9	2.3
	21-25 years	3	.8
	25 or more years	11	2.8
Continuous Variable		N	Mean
Age		371	26.15

Procedures and Measures

All participants completed an online survey through Qualtrics.com. They read an informed consent (see Appendix A), completed various scales and demographics form (see Appendix E), and were debriefed (see Appendix F) and thanked for their participation. Participants were assured that their responses were anonymous. At the beginning of the survey, participants were asked if they were currently working. Once the participants confirmed that they were employed, they were directed to complete the rest of the survey. All survey measures asked participants to rate their agreement with statements using a scale of one thru seven, where 1 = *Strongly Disagree* and 7 = *Strongly Agree*. A cognitive ability measure at the end of the survey consisted of a multiple choice vocabulary test and a fill in the blank number series test. Each of the scales and cognitive ability test are described in further detail below.

Perceptions of Organizational Continuity Item Construction

The POC measure initially consisted of twenty-five items that were written to measure an individual's perception of organizational continuity in their current organization (see Appendix B). The items were written to assess two dimensions of organizational continuity. The degree to which individuals see their organization's cultural (e.g., values and beliefs) characteristics as continuous across time and the degree to which they see their organization's historical (e.g., establishment) characteristics as continuous across time. For example, "This organization has longstanding values" and "Important events in

the history of this organization are remembered". Individuals rated their agreement with the statements using a scale of one thru seven, where 1 = *Strongly Disagree* and 7 = *Strongly Agree*. The twenty-five items were submitted to a focus group of 10 graduate students from a large public university for review. Students were asked to evaluate the items for relevancy and clarity. Based on their reviews, certain items were removed from the list (i.e., items 1, 17, 18, and 25) due to items being irrelevant to the construct. The final measure includes twenty-one items related to the continuity of an organization's cultural (i.e., 15 items) and historical characteristics (i.e., 6 items) (see Appendix C). The 21-item POC measure was piloted in this study.

Organizational Commitment

Commitment was measured using Meyer and Allen's (1997) revised Affective, Normative, and Continuance Commitment scale. Affective commitment measures an individual's emotional attachment and involvement in the organization (example item: I do not feel "emotionally attached" to this organization). Normative commitment describes the pressures on an individual to stay with an organization as a result of the organization's norms (example item: I would not leave my organization right now because I have a sense of obligation to the people in it). Continuance commitment describes commitment related to the costs of potentially leaving an organization (example item: It wouldn't be too costly for me to leave my organization right now). In this revised version, Meyer and Allen (1997) shortened the original eight-item

measures to six for each type of commitment. Coefficient alpha values have ranged from .77 to .88 for affective commitment, .65 to .86 for normative commitment, and .69 to .84 for continuance commitment (Allen & Meyer, 1990; Cohen, 1999; Cohen & Kirchmeyer, 1995; Meyer & Allen, 1997; Somers & Birnbaum, 1998).

Organizational Culture

For this study, organizational culture was measured Naor, Goldstein, Linderman, and Schroeder's (2008) four-dimension measure. The dimensions of this measure include development culture, group culture, rational culture, and hierarchical culture. Each dimension has four items. The measures used for Naor and his colleagues' (2008) study were used in a manufacturing organization and therefore, included language related to manufacturing plants (e.g., "We are constantly thinking of the next generation of manufacturing technology"). For this study the scales were modified in order to apply to various organizations and not just manufacturing plants. Development culture describes an organization's emphasis on encouraging continuous development/improvement of its members and processes. An example item from this dimension includes, "Our organization stays on the leading edge of new technology." The group dimension measures an organizational culture that encourages the formation of teams and active participation by organizational members (sample item: "Our organization forms teams to solve problems"). A rational culture is one that sets goals, which help facilitate

processes within the organization. It involves the organization providing fair and adequate incentives to its members in order to reach its organizational objectives (sample item: "Our incentive system encourages us to vigorously pursue the organization's objectives"). Lastly, the hierarchical dimension of this scale measures an organizational culture that is centralized or decentralized. A low hierarchy (i.e., decentralized) organizational culture fosters trust and belief in the capabilities of others (sample item: "Any decision that I make has to have my boss's approval").

Naor et al.'s (2008) study found the dimensions to have good reliability estimates. The development dimension had a coefficient alpha of .82, as did the group and rational dimensions. The hierarchical dimension had a coefficient alpha of .76. A recent study conducted by Cao, Huo, Li, and Zhao (2015) found similar coefficient alphas for this measure, which they adapted for their study from Naor et al.'s (2008) measure: development dimension- .81, group dimension- .83, hierarchical dimension- .92, rational dimension- .86.

Value Dimension of Culture Strength Index

Developed by Barnes, Jackson Jr., Hutt, and Kumar (2006), this scale measures the perceived strength of an organization's values. Example items include "My organization's values accurately describe what the organization is all about" and "I feel that I understand what my organization stands for." Studies have found this measure to have coefficient alphas of .79 and .84 (Barnes et al., 2006)

Organizational Identification

OI was assessed using Mael and Ashforth's (1992) 6-item, OI scale. Example items ask, "When someone criticizes my organization, it feels like a personal insult" and "My organization's successes are my successes." Previous studies have found this measure to have a coefficient alpha of 0.81 in a sample of employed business and psychology students (Mael, 1988) and 0.83 in a sample of managers from a variety of organizations and hierarchical levels (Ashforth, 1997).

Organizational Citizenship Behaviors

Moorman and Blakely's (1995) 19-item OCB scale was used to measure four distinct dimensions of OCBs, which include interpersonal helping, individual initiative, personal industry, and loyal boosterism. Interpersonal helping (five items) describes altruistic behaviors, such as responding to the personal needs of a coworker in dealing with job related problems (example item: I go out of my way to help co-workers with work-related problems). Individual initiative (five items) refers to an individual's efforts to improve individual and team performance (example item: I often motivate others to express their ideas and opinions). Personal industry (four items) refers to an individual's adherence to rules and instructions and the performance of tasks above and beyond the call of duty (example item: I perform my duties with extra special care). Loyal boosterism describes an individual's faithfulness to the organization and contributions to the

organization (example item: I defend the organization when other employees criticize it). Coefficient alpha values range from .67 to .78 for the interpersonal helping sub scale, .76 to .80 for the individual initiative subscale, .61 to .83 for the personal industry subscale, and .76 to .86 for the loyal boosterism subscale (Moorman & Blakely, 1995; Moorman, Blakely, & Niehoff, 1998; Thompson & Werner, 1997). Each of these sub-scales is correlated positively with one another and each is empirically distinct (Fields, 2002; Moorman & Blakely, 1995).

Turnover Intentions

Turnover intention was assessed using Konovsky and Cropanzano's (1991) three-item measure. The items include "I intend to look for a job outside of this organization next year," "I intend to remain with this organization indefinitely," and "I often think about quitting my job at this organization." Studies using this measure have found the coefficient alpha to be around .74 (Grandey & Cropanzano, 1999; Randall, Cropanzano, Bormann, & Birjulin, 1999).

The Multi-Aptitude Test: Form A

Cureton and Cureton's (1955) verbal and number series sections of the Multi-Aptitude Test: Form A (MAT) was used to measure an individual's cognitive ability. The verbal portion consists of fifteen multiple-choice questions in which participants are instructed to select a word that has the closest meaning to a specified word. In the number series section, participants

are instructed to determine the last two numbers of a number series that follows a specific pattern. Participants' scores from each of the sections were combined to compute their overall score on the MAT. The MAT has been widely used as a measure of general cognitive ability.

CHAPTER THREE

RESULTS

Data Screening

Cases were screened to identify careless responses, missing data, univariate outliers, multivariate outliers, non-normality, non-linearity, and multicollinearity. Any participant who did not answer the careless response items correctly or finished the survey in less than ten minutes was flagged for careless responding. Thus, 93 surveys were excluded from further analysis. None of the scales were missing more than five percent data. To identify potential univariate outliers a standard of 3.5 standard deviation units from the mean was used. Based on this standard, two univariate outliers were identified in the OCB scale. Multivariate outliers were also evaluated and two cases were removed based on Mahalanobis distance criteria set at $p < .001$. We next assessed the distribution of all the scales by examining the descriptives, histograms, and Q-Q plot for the measures. We determined that all measures followed approximately a normal distribution and that the assumption of normality was met. Residual and scatter plots also indicated that the assumptions of linearity and homoscedasticity were satisfied. Finally, the assumption of multicollinearity was not violated as indicated by Tolerance and VIF statistics. The descriptive statistics including means, standard deviations, and coefficient alphas for the measures are reported in Table 2.

Table 2. Means, Standard Deviations and Coefficient Alphas of Continuity Scale, Organizational Culture Scales, Organizational Outcomes Scales and Cognitive Ability Test

Measure	N	No of Items	Mean	SD	α
POC	394	7	5.20	1.25	.94
OI	394	6	4.48	1.52	.91
Organizational Commitment	394	18	4.24	.88	.79
Development Culture	394	4	4.45	1.53	.90
Group Culture	394	4	5.09	1.56	.90
Hierarchical Culture	394	4	4.58	1.33	.79
Rational Culture	394	4	4.26	1.70	.94
VCSI	394	3	5.14	1.33	.83
OCBs	389	19	5.26	.81	.90
Turnover Intentions	392	3	3.81	.99	.80
MAT Score	394	25	.48	.18	-

Exploratory Factor Analysis of Perceptions of Organizational Continuity Scale

In order to determine the structure of the POC scale, an exploratory factor analysis using principal axis factoring with oblique rotation (i.e., direct Oblimin with Kaiser normalization) was conducted. The Kaiser-Meyer-Oklin measure verified that the sampling for the analysis was adequate (KMO .96) and Bartlett's test of sphericity was significant ($p < .05$). Two components had eigenvalues over Kaiser's criterion of one and in combination explained 62.19 percent of the total variance. All 21 items had factor values equal to or greater

than .40, which suggests reasonable factorability. However, items 20 and 9

had factor loadings that cross-loaded onto both factors. Upon further review of

the items, it was determined that both would be removed from the POC scale.

Table 3 represents the factor matrix of the two factors. Ten of the items loaded

onto factor one, while nine items loaded onto factor two. Factor 1 items

described perceptions of an organization's cultural continuity (i.e., the culture

of my organization is continuous), while items that loaded onto Factor 2

described perceptions of an organization's historical continuity (i.e., the history

of my organization is continuous). Interestingly, the factor correlation matrix

between the two factors revealed that the factors were highly correlated,

r = .785. The large correlation suggests that the two factors may not be

distinctly different. Thus, the 19 items of the POC measure were re-examined.

The large relationship between the factors suggests that the POC

construct may consist of only one underlying factor. In order to evaluate this

assertion, the 19 items were forced onto a single factor. The results of the

analysis are shown in Table 4. The 19 items forced onto one factor explained

57.06 percent of the variance in the sample and all of the items had

reasonable factor loadings. Each of the scale items were examined further in

order to determine if some of them needed to be revised or removed from the

measure. If the POC items in the initial factor analysis explained 62.19 percent

of the variance, it may be that one of the two factors (i.e., continuity of

Table 3. Factor Loadings and Percent of Variance Explained for Perceptions

of Organizational Continuity Two Factor Solution

Item	Item Loadings	
	F1	F2
1. My organization has values that help extend it into the future.	.650	.149
2. My organization has passed on its values across all its members.	.873	-.034
3. Shared values at my organization have been maintained across time.	.944	-.107
4. My organization is characterized by its longstanding values.	.806	.084
5. There is continuity between my organization's practices and its goals.	.830	-.011
6. My organization has passed on its traditions to new members.	.868	-.039
7. My organization has an established culture that it passes on to new members.	.751	.072
8. My organization will continue to maintain its culture across time.	.742	.072
9. There is a connection between past, present, and future events in my organization.	.368	.448
10. Throughout time members of my organization have maintained the organization's beliefs.	.616	.251
11. The culture of my organization will continue into the future.	.557	.276
12. Preserving this organization's culture is important to me.	.123	.629
13. The continuity of my organization is important to me.	.118	.619
14. My organization will continue to operate well into the future.	.213	.509
15. My organization strives for continuous improvement for a better future.	.197	.637
16. My organization remembers important historical achievements.	-.093	.849
17. My organization has a long history of success.	.114	.617
18. Important events in the history of my organization are remembered.	-.180	.933
19. The stages of my organization's development are interconnected.	.064	.719
20. Members of my organization are encouraged to educate new members of the organization's values.	.372	.448
Cumulative % Variance Explained by Factors		
F1-57.54% F2-62.19%		

history or continuity of culture) captures the construct of organizational

continuity better than the other. After careful examination of the individual

items, their factor loadings, individual reliability coefficients, and their

communalities, we proposed that the continuity of an organization's cultural

values might have a greater influence on people's perceptions of

organizational continuity. Another factor analysis was conducted with 7 of the

items that best tapped into continuity of the organization's culture. The 7 items

were also those that had factor loadings consistently higher than all the other

items in the previous analyses. The results of the analysis are shown in Table

5. Altogether, the 7 items loaded onto a single factor and explained 69.95

percent of the variance in the sample. In addition, all factor loadings for each

of the items was above .75. The reliability analyses also indicated that the

7-item scale showed good internal consistency (α = .942). The overall results

of the analysis, provides evidence that shows the construct of organizational

continuity to be a single factor consisting of items related to the continuity of

an organization's culture.

Table 4. Factor Loadings and Percent of Variance Explained for Perceptions of Organizational Continuity Forced One Factor Solution

Item	Item Loadings
1. My organization has values that help extend it into the future.	.767
2. My organization has passed on its values across all its members.	.803
3. Shared values at my organization have been maintained across time.	.803
4. My organization is characterized by its longstanding values.	.856
5. There is continuity between my organization's practices and its goals.	.785
6. My organization has passed on its traditions to new members.	.790
7. My organization has an established culture that it passes on to new members.	.784
8. My organization will continue to maintain its culture across time.	.777
9. Throughout time members of my organization have maintained the organization's beliefs.	.822
10. The culture of my organization will continue into the future.	.791
11. Preserving this organization's culture is important to me.	.703
12. The continuity of my organization is important to me.	.691
13. My organization will continue to operate well into the future.	.779
14. My organization strives for continuous improvement for a better future.	.778
15. My organization remembers important historical achievements.	.691
16. My organization has a long history of success.	.679
17. Important events in the history of my organization are remembered.	.684
18. The stages of my organization's development are interconnected	.722
19. The history of my organization has been passed down generations.	.712
Cumulative % Variance Explained by Factor	57.06%

Table 5. Factor Loadings and Percent of Variance Explained for Perceptions

of Organizational Continuity: Culture Scale One Factor Solution

Item	Item Loadings
1. My organization has passed on its values across all its members.	.839
2. Shared values at my organization have been maintained across time.	.859
3. My organization is characterized by its longstanding values.	.884
4. There is continuity between my organization's practices and its goals.	.819
5. My organization has passed on its traditions to new members.	.846
6. My organization has an established culture that it passes on to new members.	.815
7. My organization will continue to maintain its culture across time.	.789
Cumulative % Variance Explained by Factor	69.95%

Convergent and Divergent Validity of the Perceptions of Organizational Continuity Measure

We predicted that the POC measure would correlate with measures of

organizational identification, commitment, and organizational culture. To test

this prediction and establish the convergent validity of the POC, the zero-order

correlations were assessed between the POC scale and the Organizational

Identification scale, Organizational Commitment scale, Value Culture Strength

Index, Group Culture subscale, Developmental Culture subscale, Rational

Culture subscale, and Hierarchical Culture subscale. All measures had good

internal consistency and all measures were positively correlated with each other (see Table 6).

The POC scale had large positive relationships with OI ($r = .562$, $p < .001$), Value Culture Strength Index ($r = .64$, $p < .001$), Developmental Culture ($r = .59$, $p < .001$), Group Culture ($r = .611$, $p < .001$), and Rational Culture ($r = .552$, $p < .001$) and a small positive relationship with the Hierarchical Culture ($r = .12$, $p < .05$). We initially predicted that the POC measure would have a small positive correlation with Organizational Commitment, however, the results of the analysis showed that the two measures have a medium to large relationship ($r = .492$, $p < .001$). Thus, the moderate to large correlations between the POC scale and the other measures help to establish the convergent validity of the POC scale.

In order to establish the divergent validity of the POC scale, the correlation between POC and the participants' overall score on the MAT test was examined. We predicted that the POC measure would not correlate with participants' overall MAT score. The analysis confirmed this prediction, as the POC measure and the MAT scores did not have a significant relationship ($r = -.042$, $p = .411$). Overall, our findings suggest that the POC scale and other organizational measures of culture and identification relate to a common theme and therefore, measure similar but different constructs.

Predictive Validity of the Perceptions of
Organizational Continuity Measure

We hypothesized that the POC scale would correlate with

organizational outcomes, such as OCBs and turnover intentions (see Table 6

for zero-order correlations between POC and outcomes). As expected, the

POC scale had a moderate relationship with OCBs (r = .446, p < .001) and a

small negative relationship with turnover intentions (r = -.235, p < .001).

To further demonstrate the predictive strength of the POC scale,

hierarchical regression analyses were conducted in which OI, commitment,

and POC predicted OCBs and turnover intentions. We predicted that the POC

measure would uniquely predict OCBs and turnover intentions over and above

OI and commitment. The results of the analysis showed that POC did not

predict OCBs over and above OI and commitment, β = .079, t (385) = 1.76,

p = 079. The strongest predictor of OCBs in the model was OI, β = .517,

t (385) = 9.78, p < .001 (see Table 7). Similarly, POC did not predict turnover

over and above OI and commitment, β = -.085, t (388) = -1.43, p = .153. The

strongest predictor of turnover intentions in the model was also OI, β = -.151,

t (388) = -2.14, p < .05. Interestingly, when POC was added as a predictor of

turnover, commitment became a non-significant predictor, β = -.13,

t (388) = -1.95, p = .052 (see Table 8). Given these results, it was examined

further whether POC predicted the outcome variables to some extent.

Table 6. Zero-Order Correlations for Perceptions of Organizational Continuity,

Organizational Outcomes, Organizational Culture Measures, and Cognitive

Ability Measure

Variables	N	1	2	3	4	5	6	7	8	9	10	11
POC	394	-										
OI	394	.562**	-									
Commitment	394	.492**	.680**	-								
OCBs	389	.446**	.676**	.558**	-							
Turnover	392	-.235**	-.288**	-.275**	-.303**	-						
GC	394	.611**	.604**	.479**	.490**	-.267**	-					
HC	394	.120*	.076	.094	.131**	.172**	.069	-				
DC	394	.590**	.487**	.467**	.437**	-.170**	.631**	.209**	-			
RC	394	.552**	.502**	.432	.393**	-.257**	.736**	.168**	.658**	-		
VCSI	394	.640**	.627**	.565**	.544**	-.233**	.655**	.222**	.593**	.604**	-	
MAT Score	394	-.042	-.002	.061	.075	-.174**	-.081	-135**	-.033	-.112*	.004	-

Note: POC = Perceptions of Organizational Continuity, OI = Organizational Identification, OCBs = Organizational Citizenship Behaviors, GC = Group Culture, HC = Hierarchical Culture, DC = Developmental Culture, RC = Rational Culture, VCSI = Value Culture Strength Index, MAT score = combined average on both verbal and number series sections.
*$p < .05$ (2-tailed)
**$p < .01$ (2-tailed)

Table 7. Results of Hierarchical Regression for Perceptions of Organizational

Continuity, Organizational Identification and Commitment Predicting

Organizational Citizenship Behaviors

Variable	B	SE(B)	β	t	p	R^2	F	ΔR^2	ΔF
Model 1:						.476	175.352	.476**	175.352
Constant	3.197	.149		21.326					
OI	.295	.027	.549	11.012	.000				
Commitment	.175	.046	.188	3.766	.000				
Model 2:						.48	118.571	.004	3.101
Constant	3.056	.167		18.342					
OI	.278	.028	.517	9.776	.000				
Commitment	.159	.047	.171	3.376	.001				
POC	.053	.079	.079	1.761	.079				

Note. N = 386
** $p < .001$

Table 8. Results of Hierarchical Regression for Perceptions of Organizational

Continuity, Organizational Identification and Commitment Predicting Turnover

Variable	B	SE(B)	β	t	p	R^2	F	ΔR^2	ΔF
Model 1:						.094	20.294	.094**	20.294
Constant	5.056	.235		21.488					
OI	-.121	.043	-.187	-2.83	.005				
Commitment	-.166	.074	-.148	-2.25	.025				
Model 2:						.099	14.25	.005	2.053
Constant	5.218	.261		20.007					
OI	-.098	.046	-.151	-2.144	.033				
Commitment	-.146	.075	-.130	-1.947	.052				
POC	-.067	.047	-.085	-1.433	.153				

Note. N = 389
** $p < .001$

We conducted another series of regression analyses in which the order
of the variables was reversed. Additionally, commitment was removed from
the analysis in order to solely examine the relationships among POC, OI, and
OCBs/Turnover. In these analyses, POC was added first and then OI. For
OCBs, the results showed the POC alone was a significant predictor of OCBs,
$\beta = .446$, $t (387) = 9.79$, $p < .001$. However, when OI was added to the model,
the predictive strength of POC decreased, $\beta = .107$, $t (386) = 2.41$, $p < .05$. OI
was the strongest predictor of OCBs, $\beta = .617$, $t (386) = 13.86$, $p < .001$ (see
Table 9). For turnover, the results indicated that POC alone was also a
significant predictor of turnover, $\beta = -.235$, $t (390) = -4.77$, $p < .001$.

Table 9. Results of Hierarchical Regression for Perceptions of Organizational

Continuity and Organizational Identification Predicting Organizational

Citizenship Behaviors

Variable	B	SE(B)	β	t	p	R^2	F	ΔR^2	ΔF
Model 1:						.199	95.894	.199**	95.894
Constant	3.706	.163		22.731					
POC	.297	.030	.446	9.793	.000				
Model 2:						.465	167.641	.266**	192.048
Constant	3.393	.135		25.081					
POC	.072	.030	.107	2.41	.016				
OI	.332	.024	.617	13.858	.000				

Note. N = 387
** $p < .001$

However, when OI was added to this model, POC was no longer a significant

predictor of turnover, β = -.106, t (389) = -1.82, p = .069. As in the previous

analysis, OI was the better predictor of the outcome, β = -.228, t (389) = -3.89,

p < .001 (see Table 10).

The data was examined further by looking at how the number of years

participants have worked at their organization influences perceptions of

continuity. Another series of regression analyses were conducted looking at

those participants who indicated that they have been at their organization for a

year or more. As in the previous analyses, POC was added in the model first

followed by OI. For OCBs, the results showed that POC alone was a

Table 10. Results of Hierarchical Regression for Perceptions of Organizational

Continuity and Organizational Identification Predicting Turnover

Variable	B	SE(B)	β	t	p	R^2	F	ΔR^2	ΔF
Model 1:						.055	22.718	.055**	22.718
Constant	4.777	.209		22.886					
POC	-.186	.039	-.235	-4.766	.000				
Model 2:						.09	19.341	.035**	15.141
Constant	4.909	.208		25.081					
POC	-.084	.046	-.106	2.41	.069				
OI	-.147	.038	-.228	13.858	.000				

Note. N = 387
** $p < .001$

significant predictor of OCBs, β = .461, t (256) = 8.31, $p < .001$. This effect

was slightly higher compared to when we looked at all participants including

those who have been at their organization for less than a year. However, when

OI was added to the model POC had a non-significant effect, β = .092,

t (255) = 1.62, $p = .106$ (see Table 11). Similar results were found for

Turnover. POC was a significant predictor of turnover, β = -.248,

t (258) = -4.12, $p < .001$, but when OI was included in the model, POC was no

longer a significant predictor of the outcome, β = -.075, t (257) = -1.01,

$p = .315$ (see Table 12). The overall results show that POC does predict

organizational outcomes, such as OCBs and turnover intentions. However,

POC does not predict these outcomes over and above other variables,

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Table 11. Results of Hierarchical Regression for Perceptions of Organizational Continuity and Organizational Identification Predicting Organizational Citizenship Behaviors When Participants Have Worked at Their Organization for One Year or More

Variable	B	SE(B)	β	t	p	R^2	F	ΔR^2	ΔF
Model 1:						.213	69.113	.213**	69.113
Constant	3.827	.182		21.043					
POC	.288	.035	.461	8.313	.000				
Model 2:						.463	109.973	.251**	118.982
Constant	3.561	.152		23.354					
POC	.058	.036	.092	1.623	.106				
OI	.325	.030	.622	10.908	.000				

Note. N = 256
** $p < .001$

including OI or commitment. Further, these results show that when individuals have been working at their organization longer the effects of POC alone become slightly stronger. However, OI was consistently the stronger predictor of OCBs and turnover.

Table 12. Results of Hierarchical Regression for Perceptions of Organizational Continuity and Organizational Identification Predicting Turnover When Participants Have Worked at Their Organization for One Year or More

Variable	B	SE(B)	β	t	p	R^2	F	ΔR^2	ΔF
Model 1:						.062	16.973	.062**	16.973
Constant	4.78	.236		20.231					
POC	-.187	.045	-.248	-4.12	.000				
Model 2:						.113	16.325	.051**	14.771
Constant	4.921	.233		21.11					
POC	-.056	.056	-.075	-1.007	.315				
OI	-.182	.047	-.285	-3.843	.000				

Note. N = 387
** $p < .001$

Mediation Analyses

We initially hypothesized that POC would mediate the relationship between OI and OCBs and turnover intentions. However, the results of the regression analyses provided some evidence to show that POC does not mediate the relationship between OI and organizational outcomes. Instead, OI mediates the relationship between POC and OCBs and turnover. In order to test this prediction, Hayes' PROCESS macro for SPSS was used to run a simple mediation analysis where OI mediates the relationship between POC and our two outcome variables. The results of these analyses are reported in Figure 1 and Figure 2. The predictions were supported in both models. In

Figure 1, the indirect effect of OI on POC and OCBs was significant, 95% CI

[.18, .28]. POC was significantly related to both OI, $F(1, 387) = 166.36$,

$p < .001$, $R^2 = .30$ and OCBs, $F(1, 387) = 95.89$, $p < .001$, $R^2 = .20$ and OI was

significantly related to OCBs, $F(2, 386) = 167.64$, $p < .001$, $R^2 = .46$. Most

importantly, the relationship between POC and OCBs became weaker in the

model with the addition of OI, $\beta = .11$, $t(386) = 2.41$, $p = .016$, compared to

the direct relationship, $\beta = .45$, $t(387) = 9.79$, $p < .001$.

Figure 1. Standardized Regression Coneefficients for the Relationship between
Perceptions of Organizational Continuity and Organizational Citizenship
Behaviors as Mediated by Organizational Identification. The Standardized
Regression Coneefficients for the Relationship between Perceptions of
Organizational Continuity and Organizational Citizenship Behaviors,
Controlling for Organizational Identification is in Parentheses

In Figure 2, the indirect effect of OI on POC and turnover was significant, 95% bootstrap CI [-.16, -.04]. POC was significantly related to both OI, $F(1, 390) = 180.83$, $p < .001$, $R^2 = .32$ and turnover, $F(1, 390) = 22.72$, $p < .001$, $R^2 = .06$ and OI was significantly related to turnover, $F(2, 389) = 19.34$, $p < .001$, $R^2 = .09$. Notably, the relationship between POC and turnover was weaker and no longer significant in the model while controlling for OI, $\beta = -.11$, $t(389) = -1.82$, $p = .069$.
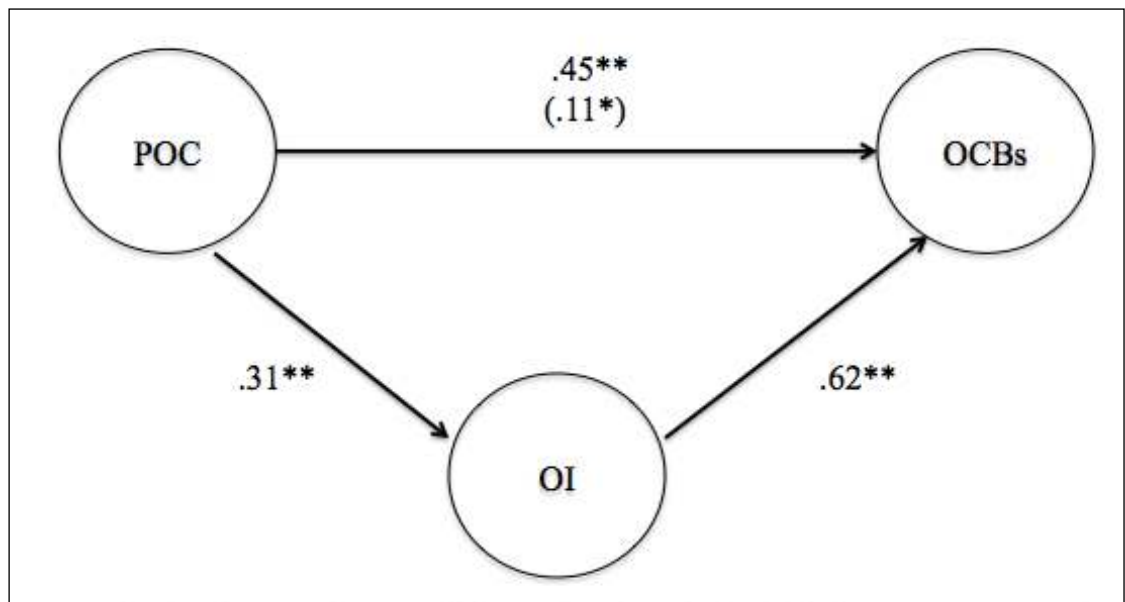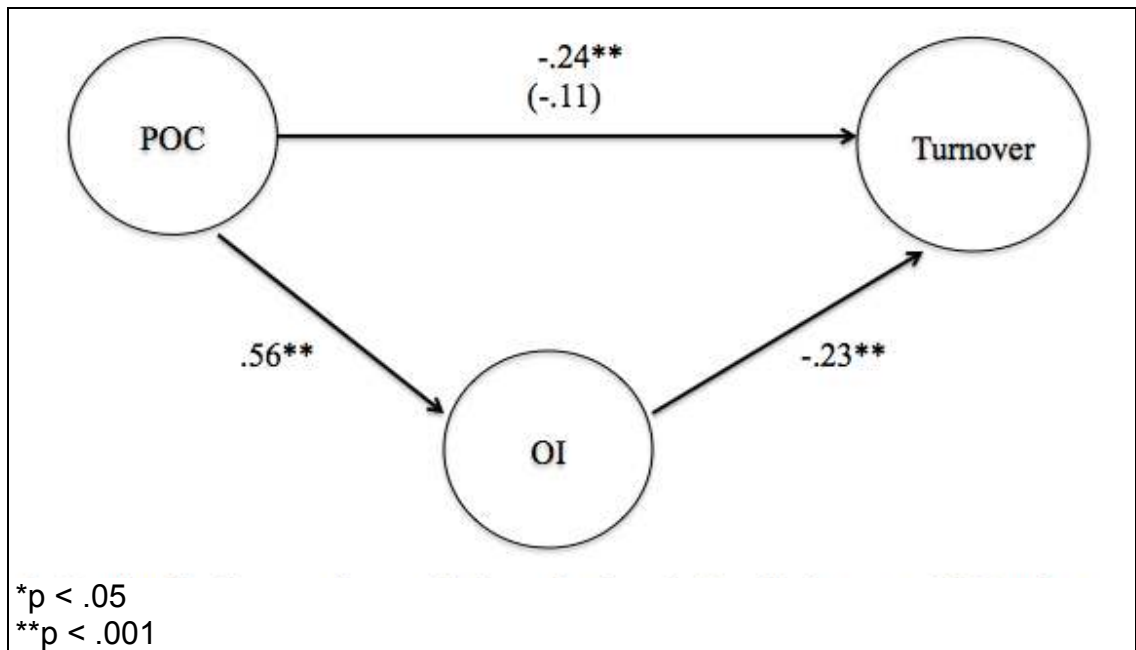

*p < .05
**p < .001

Figure 2. Standardized Regression Conefficients for the Relationship between Perceptions of Organizational Continuity and Turnover Intentions as Mediated by Organizational Identification. The Standardized Regression Conefficients between Perceptions of Organizational Continuity and Turnover, Controlling for Organizational Identification is in Parentheses

CHAPTER FOUR

DISCUSSION

In the present study, we proposed that perceiving an organization as a continuous entity across time influences individuals' identification with an organization. Specifically, the aim of our study was to identify POC as an important factor that influences organizational identification among employees of various organizations. Furthermore, we proposed that organizations benefit from the effects of POC in that they experience less turnover and employees are more likely to engage in OCBs. As a first step in testing this proposition, a scale was developed that measures employees' perceptions of organizational continuity with regards to an organization's culture and history. In this pilot study, the scale's psychometric properties were assessed and validated.

A principal axis factor analysis was conducted in conjunction with a reliability analysis of the scale items. We proposed that the measure would consist of two dimensions, one dimension related to the perceptions of an organization's cultural continuity, while the other related to the perceptions of an organization's historical continuity. The results of the analysis showed that the POC measure consisted of only one dimension that tapped into perceptions of an organization's cultural continuity. The single dimension, which consisted of seven items, explained a total of 69.95% of the variance in the sample and exhibited a strong reliability coefficient (.94). This finding suggests that perceiving an organization as continuous consists of perceiving

the organization's culture and values as persistent over time. The historical dimension of the scale correlated highly with the culture dimension, which suggests that the two dimensions are not as distinct as previously proposed. After review of the individual factor loadings and reliability coefficients on each of the POC items, we determined that the culture dimension adequately captured the construct of continuity. The belief that the culture and values of an organization are continuous serves as a means to strengthen the identification with an organization because the culture aspect of the organization may be more salient to employees than the history of the organization. Additionally, it may be that the history and culture of an organization are interrelated, since the specific historical achievements of an organization sets precedent for the organization's culture and values in the future. As Schein (1990) noted, organizational cultures are developed through a leader or group of leaders who help to establish important organizational processes that create a sense of continuity for the people working at the organization. Therefore, the history and culture of an organization overlap significantly so as the two concepts are not distinct sub-dimensions of continuity.

We also hypothesized that the POC measure would moderately correlate with measures of organizational culture, OI, and commitment and not correlate with a measure of cognitive ability. The results indicated that the POC measure had moderately high to high correlations with Naor et al.'s

(2008) organizational culture scales and Barnes et al.'s (2006) value

dimension of the VCSI. These findings were expected because the POC

construct encompasses perceiving an organization's culture/values as

continuous. Naor and colleagues' (2008) four-dimension measure of

organizational culture defines four cultural types: group, developmental,

rational, and hierarchical. The group culture dimension pertains to an

organization using a collectivistic approach for conducting processes and

focuses on developing teamwork among employees. The high correlation

between the POC measure and group culture dimension shows that continuity

and group culture are associated constructs. The development culture

measure pertains to the flexibility of the organization to change and adapt to

the external environment (Naor et al., 2008). This measure also had a high

correlation with the POC measure. The high relationship indicates that POC is

relevant to organizations that stress growth and innovation in developing a

vision for the future. The rational culture sub scale measures an organization's

emphasis on goal achievement and productivity. As described by Naor et al.

(2008), the mission of organizations from the relational culture point of view

tends to be on the pursuit and attainment of objectives. The developmental

culture scale correlated highly with the POC measure. This relationship also

indicates that POC and an organization's developmental culture are important

and related constructs that may assist in describing the relationship between

the people working at the organization and perceptions of continuity. The

hierarchical dimension pertains to the setup of the organization and its stability. This dimension was the only one that had a small but significant relationship with the POC measure. The relationships show that the culture and POC constructs, although related, are distinct and capture different aspects of an organization's culture. The VCSI measure captures relative strength of an organization's values as perceived by the organization's employees (Barnes et al., 2006). The measure had a high correlation with the POC measure, which is expected given that the POC scale measures the perception that the organization's culture and values are persistent over time. The overall results of the analysis showed that individuals' own perceptions of their organization's culture regarding organizational values, hierarchy, groups, development, and relations are related to the perception of an organization as being continuous.

The POC measure had a high correlation with OI. This relationship was also anticipated given that POC and OI are constructs that capture the relationship individuals have with an organization. With commitment, it was expected that the POC and commitment measure would have a small relationship due to the distinct nature of commitment and identification (Ashforth & Mael, 1989; van Dick, 2001, 2004; van Knippenberg & Sleebos, 2006). However, the results of the analysis showed that the two constructs had a moderate to high relationship. This finding, nevertheless, makes sense because one would expect highly committed workers to have a stronger sense

of continuity and vice versa. Additionally, the affective sub-scale of the commitment measure was included in the analysis. Future studies should look into exploring the nature of the relationship between commitment and POC further. Lastly, the POC measure did not have a significant relationship with the measure of cognitive ability. The relationship between the measures was weak and provided evidence to show that the POC construct is distinct from that of cognitive ability. The moderate to high correlations between the POC and the measures of culture, identification, and commitment helps to establish the convergent validity of the scale. Furthermore, the non-significant and weak relationship between POC and the MAT scores helps to establish the divergent validity.

The relationships between the POC measure and the outcome variables (i.e., turnover and OCBs) were also significant. The positive relationship between POC and OCBs was moderate, while the negative relationship between POC and turnover was small. Furthermore, the results of the regression analyses indicated that the POC measure predicted whether employees engaged in OCBs. The more an individual perceives the organization's culture and values as continuous, the more likely the individual will engage in OCBs. On the other hand, the more the individual perceives the organization's culture and values as continuous, it becomes less likely that the individual will leave the organization. The effect of POC and OI on OCBs showed to have greater influence than for turnover, as 47% of the variance in

the sample was explained by the two measures compared to only 9% in the model for turnover. The small effect on turnover may be due to the fact that other contributing factors may be stronger predictors of turnover than POC or OI. Nevertheless, the POC measure was able to predict these two organizational outcomes to some extent. The POC measure, however, did not predict turnover and OCBs over and above OI. Instead, OI was consistently the better predictor of the outcomes when included in the regression model with POC. This finding suggests that POC may contribute to an individual's sense of identification with an organization and in turn influence the organizational outcome variables.

Additional regression analyses showed that those employees who had been at their organization for a year or more showed greater identification than those who have been at their organization for less than a year. Although we did not initially hypothesize this, it shows that individuals who have been longer at the organization show a greater connection to the organization and its values. This assumption stems from the notion that individuals who have worked at the organization for longer periods of time have been socialized to a greater extent to adhere to the culture of the organization (Schein, 1990). This finding shows that the degree to which people identify and perceive the culture as continuous is influenced by the number of years they have been at the organization. This area should be explored more in future studies in order to

examine how the length of time individuals have been at an organization

influences the way they perceive its culture over time.

Further analysis of the variables indicated that OI mediates the

relationship between POC and the outcome variables. The results of the

mediation analyses showed that our initial prediction that POC mediates the

relationship between OI and the outcomes was not supported. Rather, POC

influences an individual's sense of identification with an organization and that

in turn influences organizational outcomes. Therefore, providing evidence that

POC is a factor that contributes to building a sense of identification with an

organization. Such results are in line with the findings of Sani and his

colleagues' (2007) research regarding perceptions of cultural continuity in

ethnic groups. When individuals perceive their cultural groups as persistent

entities across time, it helps to strengthen ingroup identification and reduce

harm to the self-esteem (Sani. et al., 2007; Sani, Herrera, & Bowe, 2009). In

the same manner, POC serves to strengthen individuals' identification with

their organization, which in turn, increases positive organizational outcomes

(OCBs) and decreases negative ones (turnover). This finding is also

consistent with recent research on mergers and OI conducted by van

Knippenberg and colleagues (2002) and Lupina-Wegener et al. (2014). Both

studies examined individuals' identification with an organization after a merger

and the extent to which that identification remained post-merger. For instance,

Van Knippenberg et al. (2002) found minimal evidence to show that OI after a

merger was depended on whether individuals perceived their organization's culture was continuous. Additionally, Lupina-Wegener and colleagues (2014) found that employees' identification was contingent upon employees perceiving a sense of continuity of their organization's culture. The present study provides further evidence that shows general POC contributes to the development of OI and leads to positive outcomes and deters negative ones, regardless of whether the organization is going through a merger or not. Future research should examine further the effects of POC, OI and other outcomes.

The findings of our study provide further insight into OI and the factors that contribute to the development of identification. From an organizational development perspective, understanding how employees identify with their organization and what factors contribute to building identification can be a useful tool for organizations that wish to implement change initiatives geared towards improving their outcomes. One possible approach organizations can take would be to assess the varying degrees to which employees identify with an organization and determine if they wish to strengthen identification with the organization. Given that POC can influence the ways in which people identify with an organization, it would be fruitful to measure the extent to which employees see their organization's values as continuous across time. As demonstrated in our study, POC has the potential to impact outcomes including OCBs and turnover.

Future research should explore the relationships between POC and other important organizational outcomes, such as employee motivation and organizational effectiveness. If the effects of POC serve to strengthen identification, it could be that the strength of identification as a function of POC motivates employees to work in more efficient ways. It would also be of interest to see if the effect of identification strengthened through POC differs from other identification formation factors that influence OI. For example, do the effects of POC on identification formation influence organizational outcomes to a different extent compared to identification formed on the basis of group distinctiveness (Ashforth & Mael, 1989)? It would be of interest to explore how the identification formation factors influence the way individuals function within their organization and if those differences affect the outcomes of the organization differently.

Future research should also examine whether organizational efficiency increases as a function of identification strengthened by POC. Given that POC predicts OCBs, it is possible that employees who perceive the organization as continuous also serves to increase the effectiveness of organizational processes. Lastly, future research should explore differences in POC based on the culture types (e.g., group culture, rational culture, etc.) an organization has. It is possible that the effects of POC also differ in terms of the organization's culture. For example, do those organizations that have a strong team based culture differ in levels of POC compared to those with a

hierarchical organization? Future research should look into assessing various organizational cultures and how those cultures affect their employees' level of POC.

A limitation of this study is the population in which the sample was drawn. Although the survey was distributed to staff of a government organization, very few personnel of the organization completed the survey by the required deadline. A majority of the participants (81%) were students from a large university working an average of 26.6 hours per week. The average number of hours worked constitutes working part time, which may have some effect on POC and the outcomes measured. College students are also more likely to be working at entry level jobs in organization's they will not stay for long. Additionally, 31.9% of the sample had worked at an organization for less than a year, which may lessen the degree to which participants experience POC. However, the purpose of the study was to get initial evidence that shows POC as an important factor that contributes to an employee's sense of identification with an organization. Although the population was primarily working part time and consisted of mainly college students, the preliminary findings of the effects of POC on OI and organizational outcomes have shown to hold some influence even with this sample. In future studies it would be important to have the measure administered in other large public and private organizations in order to see if the effects of POC are maintained in such organizations and explore the differences that exist among such samples.

Another issue to consider is that the nature of the study was exploratory. The next step in validating the psychometric properties of the POC measure would be to conduct a confirmatory factor analysis. A confirmatory factor analysis would provide further evidence to support the structure of the POC measure and its effects on OI and organizational outcomes. Specifically, it would help to determine if the measure is tapping into a distinct construct that contributes to the formation of OI. This would help to determine if the structure of the measure is in fact measuring a distinct factor related to identification. Additionally, the survey appeared to the participants in the same order, which may cause carry over effects. In future studies, it would be important to randomize the order of the measures to prevent such carry over effects. Another limitation of the study is that the sample consisted of primarily female participants. The sample consisted of 80.2% female and only 15.1% men. Although gender differences were not explored in this study, it would be of interest to see if the effects of POC differ by gender. Future studies should collect data from a representative sample of men in order to adequately explore the differences.

In summary, the present study provides the first step in demonstrating that POC is an important and unique component of OI. The development and analysis of the scale will help to extend theory related to an individual's self-concept and identification with an organization. It provides a new avenue

for understanding the development of OI and its potential influence on organizational outcomes.

APPENDIX A

INFORMED CONSENT

College of Social and Behavioral Sciences
Department of Psychology

Informed Consent

You have been invited to participate in a study that examines employees' perceptions of their organization's continuity. The purpose of the study is to examine how perceptions of organizational continuity influences important outcomes in an organization. The university asks that we obtain your consent before your participation in this study. This form should bear the official psychology department IRB sub-committee stamp of approval. The stamp verifies that this study is approved by the institutional review board sub-committee.

You will be asked to complete a survey containing questions regarding your personal knowledge and feelings towards your organization. You will also be asked to answer questions about your feelings of commitment towards your organization. Next, you will be asked to complete a short verbal and number series test. Please try to answer as many questions as possible and to the best of your knowledge. The survey should take approximately 35 minutes to complete.
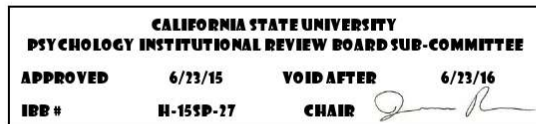
The information that you give us is completely anonymous. Your name will not be associated with your data in any way. Your data will be assigned a code number and your name will not appear on any data reports. All data will be stored in password protected computers and only the researchers will be able to access the data.

CSUSB students will receive 2 units of extra credit as compensation at the end of the session. Participation in this study poses no risks to participants beyond those normally encountered in daily life or any direct benefits (aside from course credit for students). We would like to remind you that you do have the right to refuse to participate in this study, refuse to answer any question, or to terminate your participation at any time without penalty (i.e., students will still receive participation credit).

Results from this study will be available from Gabino Gomez-Canul after December 31, 2015. The results will be submitted for presentation at scientific conferences and for publication in a scientific journal. The data will be destroyed 5 years after publication.

If you have any questions or comments regarding this study, you can contact Dr. Janelle Gilbert (janelle@csusb.edu) or Gabino Gomez-Canul (gomezcag@coyote.csusb.edu).

I acknowledge that I have been informed of, and that I understand the nature and purpose of this study, and I freely consent to participate. I also acknowledge that I am at least 18 years of age.

CALIFORNIA STATE UNIVERSITY			
PSYCHOLOGY INSTITUTIONAL REVIEW BOARD SUB-COMMITTEE			
APPROVED	6/23/15	VOID AFTER	6/23/16
IRB #	H-15SP-27	CHAIR	

APPENDIX B

INITIAL PERCEPTIONS OF ORGANIZATIONAL

CONTINUITY SCALE

INITIAL PERCEPTIONS OF ORGANIZATIONAL CONTINUITY SCALE

Using the scale below, please indicate the extent to which you agree or disagree with each statement
  1 = Strongly Disagree
  2 = Disagree
  3 = Somewhat Disagree
  4 = Neither Disagree or Agree
  5 = Somewhat Agree
  6 = Agree
  7 = Strongly Agree

Culture Subscale

1. My organization has longstanding values.
2. My organization has values that help extend it into the future.
3. My organization has passed on its values across all its members.
4. Shared values at my organization have been maintained across time.
5. My organization is characterized by its longstanding values.
6. There is continuity between my organization's practices and its goals.
7. My organization has passed on its traditions to new members.
8. My organization has an established culture that it passes on to new members.
9. My organization will continue to maintain its culture across time.
10. There is a connection between past, present, and future events in my organization.
11. Throughout time members of my organization have maintained the organization's beliefs.
12. The culture of my organization will continue into the future.
13. Preserving this organization's culture is important to me.
14. The continuity of my organization is important to me.
15. My organization will continue to operate well into the future.
16. My organization strives for continuous improvement for a better future.
17. My organization does not have important cultural characteristics.
18. My organization has experienced interconnected events.

History Subscale

19. My organization remembers important historical achievements.
20. My organization has a long history of success.
21. Important events in the history of my organization are remembered.
22. The stages of my organization's development are interconnected.
23. Members of my organization are encouraged to educate new members of the organization's values.
24. The history of my organization has been passed down generations.
25. My organization has distinct cultural and historical characteristics that are continuous.

Developed by Gabino A. Gomez-Canul

APPENDIX C

REVISED PERCEPTIONS OF ORGANIZATIONAL

CONTINUITY SCALE

REVISED PERCEPTIONS OF ORGANIZATIONAL CONTINUITY SCALE

Using the scale below, please indicate the extent to which you agree or disagree with each statement
   1 = Strongly Disagree
   2 = Disagree
   3 = Somewhat Disagree
   4 = Neither Disagree or Agree
   5 = Somewhat Agree
   6 = Agree
   7 = Strongly Agree

Culture Subscale

1. My organization has values that help extend it into the future.
2. My organization has passed on its values across all its members.
3. Shared values at my organization have been maintained across time.
4. My organization is characterized by its longstanding values.
5. There is continuity between my organization's practices and its goals.
6. My organization has passed on its traditions to new members.
7. My organization has an established culture that it passes on to new members.
8. My organization will continue to maintain its culture across time.
9. There is a connection between past, present, and future events in my organization.
10. Throughout time members of my organization have maintained the organization's beliefs.
11. The culture of my organization will continue into the future.
12. Preserving this organization's culture is important to me.
13. The continuity of my organization is important to me.
14. My organization will continue to operate well into the future.
15. My organization strives for continuous improvement for a better future.

History Subscale

16. My organization remembers important historical achievements.
17. My organization has a long history of success.
18. Important events in the history of my organization are remembered.
19. The stages of my organization's development are interconnected.
20. Members of my organization are encouraged to educate new members of the organization's values.
21. The history of my organization has been passed down generations.

Developed by Gabino A. Gomez-Canul

APPENDIX D

FINAL PERCEPTIONS OF ORGANIZATIONAL

CONTINUITY SCALE

FINAL PERCEPTIONS OF ORGANIZATIONAL CONTINUITY SCALE

Using the scale below, please indicate the extent to which you agree or disagree with each statement
   1 = Strongly Disagree
   2 = Disagree
   3 = Somewhat Disagree
   4 = Neither Disagree or Agree
   5 = Somewhat Agree
   6 = Agree
   7 = Strongly Agree

1. My organization has passed on its values across all its members.
2. Shared values at my organization have been maintained across time.
3. My organization is characterized by its longstanding values.
4. There is continuity between my organization's practices and its goals.
5. My organization has passed on its traditions to new members.
6. My organization has an established culture that it passes on to new members.
7. My organization will continue to maintain its culture across time.

Developed by Gabino A. Gomez-Canul

APPENDIX E

SURVEY SCALES

ORGANIZATIONAL COMMITMENT REVISED

Using the scale below, please indicate the extent to which you agree or disagree with each statement
   1 = Strongly Disagree
   2 = Disagree
   3 = Somewhat Disagree
   4 = Neither Disagree or Agree
   5 = Somewhat Agree
   6 = Agree
   7 = Strongly Agree

Affective Commitment

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel like "part of the family" at my organization.
4. I do not feel "emotionally attached" to this organization.
5. This organization has a great deal of personal meaning for me.
6. I do not feel a strong sense of belonging to my organization.

Normative Commitment

1. I do not feel an obligation to remain with my current employer.
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
3. I would feel guilty if I left my organization now.
4. This organization deserves my loyalty.
5. I would not leave my organization right now because I have a sense of obligation to the people in it.
6. I owe a great deal to this organization.

Continuance Commitment

1. It would be very hard for me to leave my organization right now, even if I wanted to.
2. Too much in my life would be disrupted if I decided I wanted to leave my organization now.
3. Right now staying with my organization is a matter of necessity as much as desire.
4. I feel that I have too few options to consider leaving this organization.
5. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
6. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits that I have here.

Meyer, J. P. & Allen, N. J. (1997). *Commitment in the workplace.* Thousand Oaks, CA: Sage.

ORGANIZATIONAL CULTURE

Using the scale below, please indicate the extent to which you agree or disagree with each statement

 1 = Strongly Disagree
 2 = Disagree
 3 = Somewhat Disagree
 4 = Neither Disagree or Agree
 5 = Somewhat Agree
 6 = Agree
 7 = Strongly Agree

Developmental Culture

1. My organization pursues long-range programs in order to acquire capabilities in advance of our needs.
2. My organization makes an effort to anticipate the potential of new practices and technologies.
3. My organization stays on the leading edge of new technology.
4. My organization is constantly thinking of the next generation of technology.

Group Culture

1. Leaders encourage the people who work for them to work as a team.
2. Our leaders encourage people to exchange opinions and ideas.
3. Our leaders frequently hold group meetings for discussion among employees.
4. Our organization forms teams in order to solve problems.

Rational Culture

1. My organization's incentive system encourages us to vigorously pursue the organization's objectives.
2. The incentive system at this organization is fair at rewarding people who accomplish the organization's objectives.
3. My organization's reward system really recognizes the people who contribute the most to our organization.
4. The incentive system at this organization encourages us to reach the organization's goals.

Hierarchical Culture

1. Even small matters have to be referred to someone higher up for a final answer.
2. Any decision I make has to have my boss's approval.
3. There can be little action to take on an assignment until my boss approves a decision.
4. My organization is very hierarchical.

Naor, M., Goldstein, S. M., Linderman, K. W., & Schroeder, R. G. (2008). The role of culture as driver of quality management and performance: Infrastructure versus core quality practices*. *Decision Sciences*, *39*(4), 671-702

VALUE DIMENSION OF CULTURE STRENGTH INDEX

Using the scale below, please indicate the extent to which you agree or disagree with each statement
    1 = Strongly Disagree
    2 = Disagree
    3 = Somewhat Disagree
    4 = Neither Disagree or Agree
    5 = Somewhat Agree
    6 = Agree
    7 = Strongly Agree

1. What my organization stands for influences my behavior in the organization.
2. I feel that I understand what my organization stands for.
3. My organization's values accurately describe what the organization is all about.

Barnes, J. W., Jackson Jr, D. W., Hutt, M. D., & Kumar, A. (2006). The role of culture strength in shaping sales force outcomes. *Journal of Personal Selling & Sales Management, 26*(3), 255-270.

ORGANIZATIONAL IDENTIFICATION

Using the scale below, please indicate the extent to which you agree or disagree with each statement

    1 = Strongly Disagree
    2 = Disagree
    3 = Somewhat Disagree
    4 = Neither Disagree or Agree
    5 = Somewhat Agree
    6 = Agree
    7 = Strongly Agree

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

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

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Using the scale below, please indicate the extent to which you agree or disagree with each statement
    1 = Strongly Disagree
    2 = Disagree
    3 = Somewhat Disagree
    4 = Neither Disagree or Agree
    5 = Somewhat Agree
    6 = Agree
    7 = Strongly Agree

Interpersonal Helping

1. I go out of my way to help co-workers with work related problems.
2. I voluntarily help new employees settle into their job.
3. I frequently adjust my work schedule to accommodate other employees' request for time off.
4. I always go out of my way to make newer employees feel welcome in the work group.
5. I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situation.

Individual Initiative

1. For issues that may have serious consequences, I express opinions honestly even when others may disagree.
2. I often motivate others to express their ideas and opinions.
3. I encourage hesitant or quiet co-workers to voice their opinions when they otherwise might not speak up.
4. I do not feel "emotionally attached" to this organization.
5. I frequently communicate to co-workers suggestions on how the group can improve.

Personal Industry

1. I rarely miss work even when I have a legitimate reason for doing so.
2. I perform my duties with unusually few errors.
3. I perform my duties with extra-special care.
4. I always meet or beat deadlines for completing work.

Loyal Boosterism

1. I defend the organization when other employees criticize it.
2. I encourage friends and family to utilize the organization's products.
3. I defend the organization when outsiders criticize it.
4. I show pride when representing the organization in public.
5. I actively promote the organization's products and services to potential users.

Moorman, R. H. & Blakely, G. L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behavior, 16*, 127-142.

TURNOVER INTENTIONS

Using the scale below, please indicate the extent to which you agree or disagree with each statement
    1 = Strongly Disagree
    2 = Disagree
    3 = Somewhat Disagree
    4 = Neither Disagree or Agree
    5 = Somewhat Agree
    6 = Agree
    7 = Strongly Agree

1. I intend to look for a job outside of this organization next year.
2. I intend to remain with this organization indefinitely.
3. I often think about quitting my job at this organization.

Konovsky, M. A. & Cropanzano, R. (1991). Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance. *Journal of Applied Psychology, 76*(5), 698-707.

MULTI-APTITUDE TEST FORM A

Vocabulary

Instructions: In the following section, each word (in capital letters) is followed by five word choices. Please select the word choice which *means most nearly the same* as the word in capitals. Mark an answer for every word. If you do not know the meaning of a word, make the best choice you can.

Example: "often" means most nearly the same as "frequent," so the correct answer is choice **B**.

FREQUENT
  a.) Always
  b.) Often
  c.) Never
  d.) Very
  e.) Soon

1.) EXTRAVAGANT
  a.) exclusive
  b.) prodigious
  c.) truant
  d.) covetous
  e.) excessive

2.) HOMAGE
  a.) fodder
  b.) toll
  c.) allegiance
  d.) foolishness
  e.) fervor

3.) IMMERSE
  a.) suspend
  b.) anoint
  c.) disclose
  d.) submerge
  e.) originate

4.) ALIENATE
  a.) impoverish
  b.) estrange
  c.) dissipate
  d.) conciliate
  e.) deprecate

5.) GARNISH
  a.) wield
  b.) harrow
  c.) toughen
  d.) beautify
  e.) degrade

6.) PRECARIOUS
  a.) intimate
  b.) wary
  c.) invaluable
  d.) perilous
  e.) adventurous

7.) DIABOLIC
  a.) disrupting
  b.) dictatorial
  c.) demented
  d.) fiendish
  e.) angelic

8.) SAVOUR
  a.) relish
  b.) poise
  c.) balm
  d.) fragrance
  e.) prudence

9.) QUAIL
   a.) recoil
   b.) stimulate
   c.) rout
   d.) whiten
   e.) descry

10.) IMBUE
   a.) distort
   b.) refute
   c.) abstain
   d.) inoculate
   e.) allege

11.) AFFRONT
   a.) opulence
   b.) admittance
   c.) reversion
   d.) deception
   e.) indignity

12.) ANTIPATHY
   a.) animosity
   b.) discomfiture
   c.) sobriety
   d.) clemency
   e.) negation

13.) WILE
   a.) frontier
   b.) stealth
   c.) force
   d.) verdure
   e.) stratagem

14.) LEVITY
   a.) assessment
   b.) frivolity
   c.) solemnity
   d.) residue
   e.) annihilation

15) DROLL
   a.) apprehensive
   b.) obtuse
   c.) pitiable
   d.) ludicrous
   e.) listless

Number Series

Instructions: in the following section, each problem consists of a series of six numbers formed according to some rule. You are to find the rule, and then write the next *two* numbers of the series in the boxes to the right of the series.
Examples:

   12, 12, 9, 9, 6, 6, **3**, **3**

In the example above, the rule is to write the number twice, and to subtract 3 from the number of each pair to get the number of the next pair.

   -2, 4, -6, 8, -10, 12, **-14**, **16**

In this second example, the rule is to add 2 to each number to get the next one, and to give a minus to sign to every other number

   1.) 3, 3, 2, 2, 1, 1, ☐, ☐
   2.) 5, 6, 8, 9, 11, 12, ☐, ☐
   3.) 1/2, 2/3, 3/4, 4/5, 5/6, 6/7, ☐, ☐
   4.) 91, 82, 73, 64, 55, 46, ☐, ☐
   5.) 10, 9, 7, 4, 0, -5, ☐, ☐
   6.) 63, 48, 35, 24, 15, 8, ☐, ☐

7.) 12, 8, 6, 5, 4 ½, 4 ¼, ☐, ☐

8.) 625, $\frac{1}{625}$, 125, $\frac{1}{125}$, 25, $\frac{1}{25}$, ☐, ☐

9.) 5, -7, 10, -14, 19, -25, ☐, ☐

10.) 64, -49, -36, 25, 16, -9, ☐, ☐

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DEMOGRAPHICS

Please answer the following demographic questions. For questions with multiple choices, please choose the one that best applies to you.

1. What is your gender?
   - ☐ Male
   - ☐ Female
   - ☐ Transgender
   - ☐ Gender Queer
   - ☐ Other (please Specify) _____

2. What is your age? _____

3. What is your marital status?
   - ☐ Married
   - ☐ Living together
   - ☐ Separated
   - ☐ Divorced
   - ☐ Widowed
   - ☐ Single, never married

4. How many people live in your household? _____

5. How many dependents (e.g., children, parents) do you have? _____

7. What is your ethnicity?
   - ☐ Asian
   - ☐ African American
   - ☐ Latino/Hispanic
   - ☐ Native American
   - ☐ White
   - ☐ Other _____

8. What is your education level?
   - ☐ Less than 8th grade
   - ☐ Grade 9–11
   - ☐ Completed high school
   - ☐ Additional non-college training (e.g., technical or trade school)
   - ☐ Some college
   - ☐ Completed college degree
   - ☐ Completed college with advanced degree (M.S., M.A., Ph.D., M.D., etc.)

9. How long have you approximately worked for your current organization?

_____ years _____ months

10. On average, how many hours (including overtime) do you work each week? _____

11. What industry to you work for?
   - ❑ Public
   - ❑ Private
   - ❑ Education
   - ❑ Human Services
   - ❑ Manufacturing
   - ❑ Customer Service
   - ❑ Other (Please Specify) _____

12. If you are a CSUSB student (or a current student in any college/university), what is your approximate GPA? _____

Developed by Gabino A. Gomez-Canul

APPENDIX F

DEBRIEFING STATEMENT

DEBRIEFING STATEMENT

Thank you for your participation in this study. The purpose of this study was to determine if individuals' perceptions of their organization's continuity will influence organizational outcomes. We request that you do not talk about this study with any of your friends or classmates so that the integrity of the data is not compromised.

Please be assured that your name will not be attached in any way to the answers you have provided. In this way, your contributions to our research project are completely anonymous – no one can know that these are your responses. Furthermore, no information about your answers will be released to anyone. This is guaranteed and in accordance with ethical and professional codes set by the CSUSB Institutional Review Board and the American Psychological Association.

This has not been an assessment of your ability and/or adequacy. The focus of this research is on all participants as a group and not on individuals. The measures used do not permit meaningful conclusions about individuals. Should you be interested in the general findings, the results will be available to you by December, 2015. Please contact Gabino Gomez-Canul at gomezcag@coyote.csusb.edu, if you are interested in the results or have any questions.

APPENDIX G

INSTITUTIONAL REVIEW BOARD (IRB) APPROVAL

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