

**CAREGIVER ORGANIZATIONAL COMMITMENT: AN IMPERATIVE FOR  
QUALITY OF LIFE IN ASSISTED LIVING**

By

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Submitted in Partial Fulfillment of the Requirements for the Integrative Paper  
in the Doctor of Management Program  
at the Weatherhead School of Management

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January 2015

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## **ABSTRACT**

Caregivers require a prescriptive socialization in order to move the symbolic organizational commitment to a more enduring state. Caregivers who are primed by an early life epiphany moment, exemplifying caregiver attributes in a positive light, have outgoing personalities, and existing care work experience, are better recruits that are more likely to be committed to the organization. Commitment to the organization is essential to establishing resident quality of life. The inability to commit results in detrimental behavior affecting the organization: lateness, stress, turnover, negative social and economic impact. Longitudinal studies corroborate many of our cross-sectional findings.

**Keywords:** leadership; empowerment; attachment; job satisfaction; quality of work-life; turnover; social exchange; economic exchange; norm of reciprocity.

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## INTRODUCTION

Assisted living was created by entrepreneurs who realized the unpopularity and inconsistency of skilled nursing facilities by their institutional approach to long-term care. An opportunity was created through the need for a social rather than institutional and medical model of care. Predominantly for the population that can afford this living arrangement, assisted living serves approximately 1.5 million elders in this new long-term care context (Kane, 2001). The main incentive for entering this environment is the belief that it provides a higher quality of life environment (Assisted Living Federation of America, 2000).

Quality of life for residents in assisted living calls for elements associated with humanism. As both an assisted and living environment, it is expected to provide “an aging in place” component whereby the resident may never move except in emergencies. Residents expect to be treated with kindness, dignity, given respect and allowance for human dignity, given choices via independence and autonomy, allowed to be involved in decision-making, living in beautiful surroundings, and receive quality care (Kane, 2001). These goals are the ideal pursuit of assisted living but not the reality as experiences differ from the expected due to increased administrative regulation, litigation taking advantage of unclear standards and expectations from families, high management and caregiver turnover, and moral hazard behavior by practitioners who are motivated to move residents out when costs exceed revenue, violating the ideal of “aging in place” (Kane, 2001).

The purpose of this research is to understand what caregivers experience in their interpretation of resident quality of life and how that can be effected through organizational commitment. The link between organizational commitment and quality of life has been made: an assisted living community with high organizational commitment is more likely to be providing a

higher quality of life for residents (Binstock, George, Cutler, Hendricks, & Schulz, 2006; Bishop et al., 2008; Sikorska-Simmons, 2005).

This research uncovers the relationships between empowerment, attachment, and job satisfaction as mediated by quality of work-life, leadership by exception, and leadership by contingent reward and organizational commitment in assisted living. The theoretical framework employs social and economic exchange and the norm of reciprocity theories to understand the dynamic interactions between leader– caregiver and resident– caregiver and their effect on outcomes leading to organizational commitment, a prerequisite to quality of life for residents (Blau, 1964; Gouldner, 1960).

### **PAST RESEARCH**

Social and economic exchange is an influential paradigm for understanding quality of work-life behavior (Cropanzano & Mitchell, 2005). Time is an essential for exchanges to develop as rules of exchange require a trusting relationship formed over time. The exchange is negotiated unless accepted as a norm, as in specifications in commitment to economic exchange. Commitment to the organization is a likely social exchange by the caregiver’s affective commitment with the emotional attachment to the organization and continual commitment (the recognition of costs of leaving—lost “side bets”) and with employer’s perceived organizational support (Meyer & Allen, 1984; Shore, Tetrick, Lynch, & Barksdale, 2006). Individuals interpret the exchange thus defining the meaning of the exchange.

Organizational commitment is a complex phenomenon with multiple competing components: coworkers, supervisors, work teams, and managers (Gutierrez, Candela, & Carver, 2012). Organizational commitment determines the extent of an employment stay as those with less commitment are more likely to leave. It takes an effort and time for a caregiver to be

committed to the organization. Commitment, indicated by identification, involvement, and loyalty to the organization, is a more stable commitment than job satisfaction which is variant with context and moment (Buchanan, 1974; Cohen, 1993). As a result, organizational commitment is a better predictor of turnover than job satisfaction (Porter, Steers, Mowday, & Boulian, 1984). Job satisfaction is better viewed as a pattern over time and changing.

Organizational commitment occurs over time affected by the socialization of the caregiver. The first-year serves as the initiation, year two to four as the performance assessment, and the fifth year and on as the mature socialization (Schein, 1985). The indication to commitment begins as a symbol and ends up as a mature, tenured employee (Coffey, 2006). The inability to commit creates negative affects: absenteeism, poor performance, and turnover. Positive commitment is evidence of innovation and job satisfaction (Mathieu & Zajac, 1990). In assisted living, organizational commitment is correlated with higher quality of life and lower administrative costs due to greater commitment leading to longer-stayers not requiring as much training (Choo, 1996; Cohen, 1993).

## **RESEARCH DESIGN**

### **Qualitative Study**

The qualitative study of 31 caregiver and 10 manager interviews, at six different Southern California assisted living retirement communities, yielded a rich theoretical conversation identifying the interpretations of caregivers' understanding of quality of life for residents. Using a grounded theory method approach as an exploratory phase expanded by a quantitative phase, employing an inductive methodology to establish empirical significant findings (Charmaz, 2006; Glaser & Strauss, 1967).

The qualitative study was designed to find information and direction for the research question: How do caregivers, nurse managers, and executive directors interpret resident quality of life in assisted living? How does quality of life become constructed and understood by caregivers, nurse managers, and executive directors on a daily basis in order to provide necessary care? The questions were broad seeking to find both anomalies and corroborations of the existing research literature.

### **Quantitative Study**

The quantitative study undertook the task of taking the pertinent qualitative findings (the interpretation and construction of caregiver quality of life by caregivers) and finding causal relationships using a structural equation modeling method (Byrne, 2012). A total of 450 caregivers from various parts of the United States were surveyed and asked 79 different questions developed by highly reliable and tested constructs and scales (see Appendix). The underlying theoretical structure relied on significant time tested research, many regarded as classic paradigms (e.g. Bowlby's attachment theory, Spreitzer's empowerment theory). The goal of our research was not only to corroborate earlier findings but find new evidence, buttressing the concept of organizational commitment, requisite for the quality of life for residents. Attachment by caregivers to residents created and empowered by trust, love, empathy, need for recognition, antecedent epiphany experiences waiting to materialize in employment, social behavior, and job requirements/engagements impact an organizational commitment significantly and have not been studied prior. This is the groundbreaking aspect of this research: attachment between caregiver and resident affecting organizational commitment. The research question was: How do individual and organizational factors determine organizational commitment by caregivers in assisted living?

## FINDINGS

The qualitative findings extracted from theoretical associations from caregiver verbal utterances, mostly as stories and nuances, identified variant dynamic phenomenon previously not attended or extended by researchers: leadership style affect, economic and social exchanges, caregiving of long stayers, and the turnover dilemma and temporal differences.

Leadership style is a highly researched concept which favors a transactional–transformational style as the most productive and effective for the organization (Avolio & Bass, 1985). The qualitative study found a transactional leadership present during the day shift and a laissez-faire or absence by default when managers leave their offices at 5 PM for the evening and night. The after 5 PM environment, marked by the lack of formal management, creates the void filled by formation of teams and communities of practice by caregivers who take on the management by self-direction. The quantitative study found that leadership style was not affected by different shifts as all caregivers favor the contingent reward or transactional style, most concerned with pecuniary reward due to the poverty level of wages that caregivers experience. The evening shift, without formal leadership, had stronger loadings for both types of leadership styles but only leadership by contingent reward was significant. The issue of pay is primary in the minds of caregivers who have a difficult time economically.

Economic and social exchanges and the norm of reciprocity, was evidenced in the qualitative study as caregivers gave this as the most important reason for working: the positive and loving relationships between them and the residents. Everything else was less meaningful; they could manage and tolerate the hard work, insults, friction with other caregivers and supervisors, and having to work shifts if they have a special resident relationship. The economic relationships were all questionable as illicit behavior existed, but infrequently. The quantitative



theoretical framework, impacting all constructs by social and economic exchanges, affected organizational commitment. The high ( $R^2 = .68$ ) shows a strong explanation relationship between empowerment, attachment, and job satisfaction as mediated by leadership styles and quality of work-life and organizational commitment. The exchanges between leader–caregiver and resident–caregiver form the necessary component and action that creates the commitment to the organization, a requisite for resident quality of life.

The qualitative study identified a high caregiver turnover rate, both in the literature and by the output of the interviews. There is no debate here, turnover is present and detrimental to the organization and resident quality of life. Long-stayers are categorized as the core group that maintain the ongoing functioning of the organization during the lapses and gaps created by short caregiver coverage and changing managers. The staff experiences dismay and consternation at the repetitive and negative phenomenon of turnover. The quantitative study links turnover to the delay in the accomplishments of the socialization leading to organizational commitment. The initial symbolic attachment to the organization needs time to develop with affective and continual organizational commitment. Frequent and continuous turnover creates an endless round of incomplete organizational competencies: knowledge transfer, advancement, team foundation, attachment, job satisfaction, efficiency and effectiveness. The causal relationships affecting organizational commitment show that engagement is the most powerful, followed by job satisfaction, and last, attachment. They are all significant paths and loadings ranging from .191 to .509.

Temporal differences in the qualitative study were more evident than in the quantitative study. Day and evening, in the quantitative analysis of the two groups were much more alike: they both were most interested in contingent rewards (pay, benefits, and other pecuniary

rewards). Caregivers self-organize under default when laissez-faire leadership appears in the evening because they have to, the residents need their assistance. In the final analysis, they need to survive economically so they prefer a transactional leader who speaks the language of economics.

## **DISCUSSION AND CONCLUSION**

The qualitative and quantitative studies served each other, the former to explore, the latter to confirm. The quantitative study is a causal analysis and takes greater precedence for the significant findings. The conclusion is that empowerment, attachment, and job satisfaction, as mediated by leadership by contingent reward, leadership by exception, and quality of work-life affect and create significant causal relationships with organizational commitment explaining 68% of the variance.

This study still remains in the throes of the impairing effects created by a cross-sectional study. It only gives us a snapshot view of this problem and would benefit from future and further study employing a longitudinal method. Paula C. Morrow has done a meta-analysis excluding cross-sectional studies on organizational commitment (Morrow, 2011). She cites the impairment of cross-sectional interviews of not being able to go beyond correlational associations, unable to make and establish causal direction. She found the important antecedents to be socialization, organizational change, human resource practice, interpersonal relationships, employment-organizational relationships, and pre-employment factors. Causal factors include a proactive personality, pre-entry-knowledge, employee values, newcomer socialization, early work experiences, spiritual leadership, mentoring, social exchange, and personal attachments. Job satisfaction did not have either a positive or negative effect on organizational commitment as did intention to grow and leadership. She concluded that high organizational commitment is

necessary as committed employees are more productive, less likely to quit, and a desirable goal of employers. Organizational commitment can become negative when it becomes an over-commitment leading to stress, burnout, health impairment, and cooperating with an organization engaged in illegal behavior. My findings corroborate many of Morrow's findings: organizational commitment is a necessary state to achieve for reasons already stated; job satisfaction is not always apparent (and not even present in longitudinal studies) in causing organizational commitment; prior epiphanies lead to professional nursing commitment which leads to organizational commitment and social exchange is necessary to cement the attachments. Many of her findings are prescriptive to practitioners in order to achieve the desired goal of organizational commitment; mentor and socialize your new entrants, select those with a propensity for high organizational commitment, look for recruits who have had epiphany moments and caregiving experience, seek proactive and outgoing personalities, support early attachments and social ties, and create a leadership of vision, altruistic love, and spirituality.

My future plans are to expand on the concept of leadership, not in traditional terms, but applying the flourishing enterprise paradigm (Laloux, 2014; Laszlo, Brown, Robson, Saillant, & Sherman, 2014; Senge, Scharmer, Jaworski, & Flowers, 2004). I also intend to repeat this same study in a longitudinal course to determine if my constructs prevail. Other constructs that I polled in my survey but did not use, include culture, climate and flourishing, intended for future study.

## APPENDIX: CONSTRUCT QUESTIONS

### Controls

Which of the following best describes your position:

- |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|
| Accountant            | Caregiver/Nurse Aid   | Architect             | Other                 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Which of the following best describes your location of employment:

- |                       |                       |                              |                       |
|-----------------------|-----------------------|------------------------------|-----------------------|
| Nursing Home          | Hospital              | Assisted Living/ Residential | Hospice               |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/> |

In what state do you currently reside?

\_\_\_\_\_

Gender

- |                       |                       |
|-----------------------|-----------------------|
| Male                  | Female                |
| <input type="radio"/> | <input type="radio"/> |

### Quality of Work Life

I know what is expected of me at work.

- |                       |                       |                            |                       |                       |
|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| Disagree              | Slightly Disagree     | Neither Agree Nor Disagree | Slightly Agree        | Agree                 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

I have the materials and equipment I need to do my work right.

- |                       |                       |                            |                       |                       |
|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| Disagree              | Slightly Disagree     | Neither Agree Nor Disagree | Slightly Agree        | Agree                 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

At work, I have the opportunity to do what I do best every day.

- |                       |                       |                            |                       |                       |
|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| Disagree              | Slightly Disagree     | Neither Agree Nor Disagree | Slightly Agree        | Agree                 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

In the last seven days, I have received recognition or praise for doing good work.

- |          |                   |                            |                |       |
|----------|-------------------|----------------------------|----------------|-------|
| Disagree | Slightly Disagree | Neither Agree Nor Disagree | Slightly Agree | Agree |
|----------|-------------------|----------------------------|----------------|-------|

My supervisor or someone at work seems to care about me as a person.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

There is someone at work who encourages my development.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

At work, my opinions seem to count.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

The mission/purpose of my company makes me feel my job is important.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

My associates (fellow employees) are committed to doing quality work.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I have a best friend at work.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

In the last six months, someone at work has talked to me about my progress.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

This last year, I have had opportunities at work to learn and grow.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree

I enjoy acting silly or goofy at times.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I like to find ways to have fun while at work.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I find it hard to laugh at myself.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I think life is more like a comedy than a tragedy.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If I'm feeling blue, laughing tends to make me feel better.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I like to smile and laugh as much as possible during the day.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I usually don't enjoy jokes or playful teasing.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I would much rather accept a job that is personally enjoyable than one with a wonderful salary.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I would never leave work early to do fun activities.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

**Leadership I Contingent Reward**

**Leadership I Contingent Reward Scale. Please answer each questions to the best of your ability. Thank you.**

The administrator assures me that I can get what I want in exchange for my efforts.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

The administrator talks a lot about commendations for good work for caregivers.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

I decide what I want; I show the administrator how to get it.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

Whenever I feel it necessary, I can negotiate with the administrator about what I can get for what I've accomplished.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

The administrator tells me what I should do if I want to be rewarded for my efforts.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

The administrator gives me what I want in exchange for showing my support for him.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

There is close agreement between what I expect to put into the group effort and what I can get out of it.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree

**Leadership I Management by Exception**

**Leadership I Management by Exception Scale:**

The administrator is content to let me continue doing my job in the same way as always.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The administrator asks no more of me than what is absolutely essential to get the work done.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The administrator only tells me what I have to know to do my job.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As long as things are going all right, the administrator does not try to change anything for me.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As long as the old ways work, the administrator is satisfied with my performance.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

It is all right if I take initiative, but the administrator does not encourage me to do so.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Empowerment I Meaning**

The work I do is very important to me.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
----------	-------------------	----------------------------	----------------	-------



My job activities are personally meaningful to me.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

The work I do is meaningful to me.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

**Empowerment I Competence**

I am confident about my ability to do my job.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I am self-assured about my capabilities to perform my work activities.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I have mastered the skills necessary for my job.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

**Empowerment I Self-Determination**

I have significant autonomy in determining how I do my job.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I can decide on my own how to go about doing my work.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree

I have considerable opportunity for independence and freedom in how to do my job.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Empowerment I Impact**

My impact on what happens in my department is large.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have a great deal of control over what happens in my department.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have significant influence over what happens in my department.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Job Satisfaction**

**An Index of Job Satisfaction: Some jobs are more interesting and satisfying than others. We want to know how people feel about different jobs. This blank contains eighteen statements about jobs. You are to cross out the phrase below each statement which best describes how you feel about your present job. There are no right or wrong answers. We should like your honest opinion on each one of the statements. Work out the sample item numbered (0).**

There are some conditions concerning my job that could be improved.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My job is like a hobby to me.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

It seems that my friends are more interested in their jobs.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
----------	-------------------	----------------------------	----------------	-------

I consider my job rather unpleasant.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I enjoy my work more than my leisure time.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I am often bored with my job.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I feel fairly well satisfied with my present job.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

Most of the time I have to force myself to go to work.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I am satisfied with my job for the time being.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I feel that my job is no more interesting than others I could get.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree  
                                                                                       

I definitely dislike my work.

Disagree              Slightly Disagree              Neither Agree Nor Disagree              Slightly Agree              Agree

I feel that I am happier in my work than most other people.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This organization respects its workers.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This organization treats people in a consistent and fair manner.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When changes are made, the reasons why are made clear.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have a say in decisions that affect my work.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am asked to make suggestions about how to do my job better.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My opinions count in this organization.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Everyone takes part in discussions at meetings.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Organizational Commitment

**Organizational Commitment Scale: Below are 16 statements with which you may agree or disagree, indicate your agreement with each item by that response.**

I am willing to put in a great deal of effort beyond that normally expected in order to help this organization to be successful.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I talk up this organization to my friends as a great organization to work for.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel very little loyalty to this organization.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I find that my values and the organization's values are very similar.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am proud to tell others that I am part of this organization.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This organization really inspires the very best in me in the way of job performance.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.

Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

There is not too much to be gained by sticking with this organization indefinitely.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

I really care about the fate of this organization.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

For me, this is the best of all possible organizations for which to work.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

Deciding to work for this organization was a definite mistake on my part.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

**Attachment**

My relationship with the residents makes me very happy.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

I consider the residents some of my best friends.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

I feel complete trust in the residents.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

I sometimes feel that getting too close to the residents could mean trouble.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

I am well aware of the residents' imperfections but it does not lessen my love for them.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

More than anything, I want the residents to return my feelings.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

Once I met the residents, I was hooked.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

I feel almost as much pain as joy in my relationship with the residents.

Disagree      Slightly Disagree      Neither Agree Nor Disagree      Slightly Agree      Agree  
                                                                                       

**Demographics**

**Age**

18 -25                      26 - 35                      36 - 50                      Older than 50  
                                                                 

**Work Shift**

Day                      Evening                      Night  
                                           

**Years at Current Job**

1 -5                      5 - 10                      11 – 15                      16 or More

**Total Years as a caregiver**

1 -5

5 - 10

11 – 15

16 or More

**Choose Your Highest Education Level**

8th Grade

High School

College

Graduate School



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