

## The Multiplicative Interaction Effects of Job Involvement and Organizational Commitment on the Turnover Intentions of Full- and Part-Time Employees

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This study was conducted to examine the hypothesis that the multiplicative interaction of job involvement and organizational commitment predicts turnover intentions differently between full- and part-time employees. This hypothesis was confirmed using a sample of 480 telemarketing employees. Subgroup-moderated regression analyses on full- and part-time employees revealed a significant involvement-commitment interaction for part-time employees and a marginally significant interaction for full-time employees. Employees with low commitment and low involvement exhibited the strongest turnover intentions in both groups. The lowest turnover intentions occurred in the full-time sample with employees who had high involvement and high commitment; however, it occurred in the part-time sample with employees who had low involvement and high commitment. Discussion focused on the similarities and differences between full- and part-time employees found in this study. © 1995 Academic Press, Inc.

Turnover remains a serious problem in many service-related industries. In particular, voluntary turnover from telemarketing firms ranges from 50 to 800% annually (de Rosier, 1992). Over the last decade, telemarketing has emerged as the most rapidly growing sales channel, with at least 90% of the Fortune 500 companies now using it as their primary selling method (Idelman & Dobbs, 1989). Part-time employees, defined

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as those employees working less than 35 h per week (Nardone, 1986), perform a majority of the sales and clerical activities in these firms.

The investigation of telemarketing firms represents a unique opportunity to study whether differences exist between full- and part-time employees in their intentions to leave their respective telemarketing firms. In general, part-time employees have been found to have higher levels of turnover than full-time employees (Gannon & Northern, 1971; Owen, 1978; Jackofsky, Salter & Peters, 1986; Tilly, 1991). These findings have been supported by using traditional models of turnover to investigate turnover differences between the two groups (Gannon & Northern, 1971; Owen, 1978; Jackofsky et al., 1986) or statistically comparing the rates of turnover between the two groups (Tilly, 1991). A comparative study using one of the more recent turnover models has not been performed on part- and full-time employees.

This contemporary model was proposed by Blau and Boal (1987) and has been primarily tested on only full-time employees (Blau & Boal, 1989; Elliot & Hall, 1994; Ingram, Lee, & Lucas, 1991; Huselid & Day, 1991). This model predicts turnover intentions based on different combinations of the interaction of job involvement and organizational commitment (Blau & Boal, 1987). Therefore, the purpose of this study is to investigate whether the Blau and Boal (1987) model predicts the turnover intentions differently between full- and part-time employees working for a nationwide telemarketing firm.

#### BLAU AND BOAL MODEL

The basic premise of the Blau and Boal (1987) model is that job involvement and organizational commitment multiplicatively interact to predict turnover intentions. Blau and Boal (1987) use job involvement and organizational commitment jointly (in a multiplicative interaction) to predict turnover intentions by reasoning, for example, that employees with high levels of both job involvement and organizational commitment should have the lowest turnover intentions because they are attracted by both the job and the organization. Job involvement and organizational commitment, therefore, should function as interactive "orientations" to one's rationale to stay or leave the organization (Blau & Boal, 1987). Based upon their levels of involvement and commitment, employees are classified in Blau and Boal's typology as "Apathetics," "Lone Wolves," "Corporate Citizens," or "Institutional Stars."

Blau and Boal anticipated that stars (highest in job involvement and organizational commitment) should have the lowest turnover intentions because they see work as important to their self-image and also strongly identify with their organization. Consequently, they exert a high level of personal task-related effort on their jobs and produce a high level of group maintenance effort to support the organization.

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