## **Contents**

Preface	ix	
1		
Employee-Organization Linkages: An Introduction	1	
Importance of Employee-Organization Linkages Impact of Societal Changes on Employee-Organization Linkages Implications of Reduced Employee-Organization Linkages Plan of the Book		
2		
Nature of Organizational Commitment	19	
Definition of Organizational Commitment Antecedents of Organizational Commitment Consequences of Organizational Commitment Summary	20 28 35 42	
3		
Development of Organizational Commitment	45	
Development of Organizational Commitment: A Conceptual Framework Anticipation: Pre-employment and Job Choice Influences on Commitment Initiation: Early Employment Influences on Organizational Commitment Entrenchment: Continuing Commitment to Organizations Longitudinal Studies of the Commitment Process Organizational Commitment: A Future Research Agenda Summary	46 48 55 65 67 71 73	

•	Contout
V1	Contents
A Y	

4	
Determinants of Employee Absenteeism	75
Extent and Cost of Absenteeism Relationship between Absenteeism and Turnover Measuring Employee Absenteeism A Model of Employee Attendance Employee Absenteeism: A Future Research Agenda Summary	76 78 80 82 102
5	
Determinants of Employee Turnover	107
Extent of Turnover Measuring Employee Turnover Previous Research on Employee Turnover A Model of Voluntary Employee Turnover Employee Turnover: A Future Research Agenda Summary	108 109 110 123 131
6	
Consequences of Employee Commitment,	135
Turnover, and Absenteeism	
Consequences of Employee Commitment	137
Consequences of Employee Turnover Consequences of Employee Absenteeism Consequences of Employee-Organization Linkages:	142 157
A Future Research Agenda	166
Summary	167
7	
Accommodating the Participation-Withdrawal Decision:	
A Cognitive Analysis	169
Attitudinal Consequences of Decisions to Stay or Leave	171
Interpreting the Causes of Turnover Behavior Cognitive Accommodation of the Participation Decision:	184
A Future Research Agenda	198
Summary	202

Contents	vii
8	
Conclusion: An Agenda for Managers	203
Nature of Employee-Organization Linkages Issues for Management Approaches Available to Managers to Strengthen Linkages Summary	203 206 210 216
Appendix	
The Measurement of Organizational Commitment	219
References	231
Author Index	245
Subject Index	251

•