Working From Home Then Forced to Return: Employing Resource Theory and Social and Economic Exchange to Address Impact on Employee Organizational Commitment and Turnover Intentions

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Working From Home Then Forced to Return: Employing Resource Theory and Social and Economic Exchange to Address Impact on Employee Organizational Commitment and Turnover Intentions

by

John Caplinger

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree

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ACCEPTANCE

This dissertation was prepared under the direction of the *JOHN CAPLINGER* Dissertation Committee. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration in the J. Mack Robinson College of Business of Georgia State University.

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"If you have no confidence in self, you are twice defeated in the race of life. With confidence, you have won even before you have started." – Marcus Garvey

When I started on this journey three years ago, I saw this as the closing chapter in a compilation of my journey through academia. My journey began in the early ninety's, I had no idea what I wanted to be, and my only goal was to graduate and make my mother, my father, and my grandparents proud. Thanks to many very influential teacher's, family members, friends, and individuals throughout the years, here we are thirty-three years later finishing this journey as Dr. John Nelson Caplinger. We made it!

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LIST OF ABBREVIATIONS

Abbreviation	Description
SET	Social Exchange Theory
EET	Economic Exchange Theory
Resources	Love, Status, Information, Money, Goods, Services
U.S.	United States
OCT	Organizational Commitment Questionnaire
TI	Turnover Intention
ACS	Affective Commitment Scale
CCS	Continuance Commitment Scale
NCS	Normative Commitment Scale
H1	Hypothesis One
H2	Hypothesis Two
H3	Hypothesis Three
H4	Hypothesis Four

ABSTRACT

Working From Home Then Forced to Return: Employing Resource Theory and Social and Economic Exchange to Address Impact on Employee Organizational Commitment and Turnover Intentions

by

John Caplinger

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Chair: Dr. Todd Maurer

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Throughout the documented history of business, there have been ongoing efforts by both employees and employers to influence the balance of social and economic exchanges. Each major shift in process, technology, environment, climate, or leadership creates an opportunity to revisit existing research. Revisiting research helps academic scholars understand its impact on social and economic balance as well as conduct innovative studies. These events allow researchers in the field to examine how employees and employers are adapting and reacting to reset the balance in social and economic exchange. It also allows us to develop ways to provide options for employers and employees to practically navigate these changes successfully.

The global Covid-19 pandemic outbreak was one such shift, specifically the need for employees to work from home to protect the health and well-being of all employees. It was also a mandatory requirement for a majority of local, state, and federal agencies to ensure the health of the overall communities, in The United States. During the Covid-19 pandemic, a two-fold symbiotic relationship began to emerge between employers and employees. The first being that, working from home increased the positive perception of employees with added flexibility and increased social and economic benefits. Secondly, employers perceived that there was balance

regarding production and culture. However, that swiftly changed and became a perceived imbalance once it was clear that the Covid-19 pandemic was long lasting. Because of this perceived imbalance several large organizations leaders led major initiatives to begin forcing employees to return to the office to work once the Covid-19 pandemic was reduced to endemic. By requiring employees to return to an in-person office working location or face grave penalties, such as job loss, reduced hours, or a hostile work environment was viewed negatively by employees. In turn, this negative viewpoint impacted employee sentiment, commitment, and drove turnover intent up, thus creating a struggle for social and economic exchange. After surveying eight thousand employees, Flex Job survey found that 56% either have or know someone who has or plans to quit a job because of a return-to-work mandate (Battle, 2024).

Based on the social and economic exchange theory (Homans, 1958) and (Shore, 2006), as well as resource theory (Thao, 1974,1980), I hypothesize that the collected data will have the potential to assist in creating and developing a collective of resources that can positively impact employ social and economic exchange, drive up commitment, and drive down turnover intent. These resources would be used to help employers offset the negative impacts employees felt when faced with returning to a physical office space. I will better understand employee commitment, turnover, and perceptions when forced to return to the workplace. Using a mixed-method study using qualitative interviews and quantitative surveys, I have attempted to better understand the impacts that the return to the physical office space has on employees and employers. I utilized well developed, valid and reliable surveys to measure organizational commitment, turnover intent, and perceptions of employees by utilizing established prior research and qualitative employee surveying to develop defined resources to measure.

The main contribution of this study is the development of insights and applications regarding the positive influence of six known categories of resources to offset the negative impact return to work has had on the social and economic exchange. The research surveyed U.S. based individuals who worked at home 50% of the time or greater during COVID-19 and were forced back to the office. These findings will help business leaders, managers, and executives make better decisions and establish resource-based programs to keep the social and economic exchange between employee and employer positive when forcing them to return to work. In addition, this research will help scholars continue to evolve social and economic exchange theory and advance our understand of resource usage to maintain positive social and economic exchange.

INDEX WORDS: Remote Work, Hybrid Remote Work, Full Time Remote Work, Social Exchange Theory, Economic Exchange Theory, Resource Theory

I INTRODUCTION

I.1 Background

Since the onset of Covid-19 pandemic there has been an unprecedented shift in employees working remotely, both full-time, and in a hybrid model. Remote working is defined as a type of flexible working relationship that allows employees to work from a remote location outside of their normal office location (Gartner, 2023). According to Haan and Main (2023), 12.7% of full-time employees work from home and 28.2% work in a remote hybrid model. Full time remote working is an employee who performs all work-related activity from their home (Yu &Wu, 2021) and hybrid remote is defined as an employee performing their work in a mixed environment of at home and in office environment weekly (Bloom et al., 2022). This shift in work environment has created a unique dynamic between employees and employers as Covid-19 pandemic restrictions have been lifted, and new norms are established between companies and employees' expectations for their work environment. Hannon (2024) reports a societal reshape driving employee satisfaction: less time commuting, moved from cities, blurred lines for home and work life whereas Makridis and Schloetzer (2022) found that the benefits of work from home vanish when you take into consideration other dimensions of employee relationship, most notable is employer's work environment

For some employees, working from home has created an improved work environment which has led to improved employee satisfaction, improved production, and better talent retention (Guota, 2024). For employer's, many feel that working from home has created new challenges with understanding and developing a company's culture, advancing innovation, and overall work commitment (Telford & Abril, 2024). Beliefs held by employer's have led to several fortune five hundred companies, such as SAP, Google, AT&T, Goldman Sachs, Bank of

America, Boeing, JP Morgan Chase, Qualcomm, Wal-Mart, Amazon, and HP putting in place return to work mandates, and several of them enacting punitive actions to enforce these mandates. Many employees see this as a power grab to boost profitability or stock prices (Wells, 2024) and believe this will lead to discontent between employees and employers, with 48% of employees saying they would consider leaving if not offered a satisfying flexible work environment (Richardson, 2023).

These new challenges in business, combined with a lack of research studying the impact of forced return to work policies on employee commitment and turnover intent, create an opportunity to revisit prior research in social and economic exchange (Homans, 1958; Shore, 2006). In general, the social exchange framework addresses employee mindset regarding the give and take of a relationship, including employment relationships. If employees perceive the social and economic exchange positively, they are committed to their employer and more likely to intend to remain in their jobs. If events change the exchange relationship negatively, such as a forced return to work, then commitment and turnover can be negatively impacted. In the present study, I propose that key "resources" identified in resource theory (Foa, 1974, 1980) may play a role in offsetting the negative impact of employer mandates on return to work. If true, then appropriate utilization of these resources can assist companies and leaders with managing through these changes. Resource theory identifies many diverse types of influences other than financial or economic ones, and therefore the influences to be identified are multidimensional, including categories such as such as love, status, information, money, goods, and services. Part of the focus of the present study will be to identify how to operationalize these categories within the context of mandated return to work.

The research was a mixed-method approach, broken into two phases. In phase one, ten qualitative semi-structured surveys were completed by me prior to the administration of phase two, a quantitative survey. Phase one involved interviewing employees who were previously remote workers and were forced by their employer to return to work. The interviews were focus on the kinds of "resource" variables that did or could have influenced their mindset around being forced to return to work by their employer. The goal was to uncover the various resources, policies, relationship considerations, and so forth that did or could help offset the negative impacts of returning to work. By identifying a list of these variables, I developed a measure of the degree to which these various categories of resources (i.e., various forms of love, status, information, money, goods, and services) were present or absent in their organizations when they were forced to return to work. Along with a review of the research and professional literature, this phase ensured that the surveys in phase two captured all relevant content by identifying in the present research context the potential "resources" to measure based on resource theory.

Phase two involved a quantitative study that utilized two surveys administered by Qualtrics. The first survey measured the degree to which various categories of resource theory variables were present in the return-to-work context. It measured the social and economic exchange theory at the time. The second survey, taken by the same survey respondents a week following the first survey, measured again the social and economic exchange variables as well as employee organizational commitment, and turnover intent. By utilizing measures of social and economic exchange (Shore, 2006), the newly developed survey of resources based on resource theory (Thoa, 1974, 1980), measures of organizational commitment (Allen & Meyer, 1990), and measures of turnover intent (Roodt, 2004) (Bothma & Roodt, 2013), I empirically tested which resource variables influence social and economic exchange mindset among employees forced to

return to work, and whether social and economic exchange influences employee commitment and turnover intent.

I.2 Summary of Problem

Forced return to work of U.S. based employees who worked from home fifty percent of the time or greater since the onset of Covid-19 pandemic is causing a negative impact between employees and employers in social and economic exchange, which is leading to a decrease in employee commitment, and increased turnover intent. Employers are not equipped with research nor resource tools to implement and off-set this negative impact to commitment and turnover intent which would enable them to positively impact social and economic exchange.

I.3 Research Purpose

The purpose of this research is to create a grouping of resources employers can use to implement resource-based programs to accompany return to work mandates that will offset the negative impacts incurred on social and economic exchange. Once completed, I hope to provide employers with resource tools to help improve employee commitment, leading to a reduction in turnover intention brought on by forced return to work mandates. I propose to collect data to assist in answering the following questions: 1) among those employees who previously worked from home and were forced to return to work, what is the correlation between the amount of six categories of resources at work during that transition and the level of positive/negative social and economic exchange that they experience, and 2) what is the correlation of social and economic exchange with organizational commitment and turnover intent among those employees?

By answering these questions and providing a typology of various scenarios and corresponding resource offerings, employers may become educated on ways to implement return

to work mandates that are accompanied by resource-based initiatives that help to improve the employee and employer social and economic exchange.

I hope to contribute to social and economic exchange theory by developing understanding of resources that will positively impact the social and economic exchange between employees who have been forced to return to the office by their employers. I aim to develop an inventory of various scenarios and resource offerings and to evaluate the impact they have on influencing return to work. I hypothesize that these resource offerings will help to rebut the negative impact and potentially positively impact employee job commitment and turnover intention by returning social and economic exchange to good standings.

I.4 Research Design

I structured the research design using six elements (Mathiassen, 2017): problem, area of concern, theory framing, methods, research question, and contribution.

Table 1 Research Design

Problem	Employers are forcing work from home employees back to the office. This change is negatively impacting employee commitment, and turnover intent by negatively impacting social and economic exchange.
Area of Concern	Social and Economic exchange, when impacted negatively, can negatively influence employee commitment, and turnover intention
Framing	• Social Exchange Theory – used to measure social exchange relative to outcomes • Economic Exchange Theory - used to measure economic exchange relative to outcomes • Resource Theory – used to measure impact of resources in this setting
Method	• Mixed method approach of qualitative interviewing and quantitative surveying. • The main area of focus will be to use the quantitative approach to measure the positive influence the six known resources can have on

	social and economic exchange to build a model of forced return to work and the impact of resource offerings on social and economic exchange.
Research Questions	What resources can employer's use to positively impact social and economic exchange and improve commitment, and t0 decrease turnover intent among those forced to return to work?
Contributions	**Theoretical:** To build on social and economic exchange theory by better understand how the use of resources and help offset the negative impact forced return to work has on commitment, and turnover intention. **Practical:** Provide employers with a guided matrix that allows them to easily understand the positive impact different resources have on employees. Allowing employers to implement programs to offset negative impacts to social and economic exchange when forcing them to return to the office.

II LITERATURE REVIEW

II.1 Purpose

I intend to contribute empirically, through new research, to the existing theories on social exchange, economic exchange, and resource theory. In addition, the research hopes to help drive process in industry by educating senior executives and leaders on the negative impacts to employee commitment, and turnover intention when forced return to office mandates are enacted and how different resources positively impact to social and economic exchange and improve employee commitment, and turnover intention.

II.2 Overview

II.2.1 *Criteria for conducting literature review*

The research began by conducting a search using Google, Google Scholar as well as the Georgia State online library. I conducted the research over an eight-month period and used the following key words: work from home, return to office, mandated return to office, job satisfaction, career satisfaction, employee commitment, employee turnover intention. Over the eight-month period I obtained greater than fifty articles and found forty-one of them to provide value. Once the initial search was completed and the forty-one articles were deemed valuable, I reviewed and delineated the articles for context and further analysis. These articles spanned over a wide time and covered multiple aspects of work from home, return to office mandates, employee satisfaction, commitment, and turnover intent. See Table 2 for a review of the literature selection process.

Table 2 Literature Selection

	Selection Steps	Requirement Developments	Key search words/Phrases	Time Frame	Results	Articles of revelance
Step 1	Searched business sections of Yahoo, Google, MSN, USA Today, Wall Street Journal, Washington Post, Forbes	Relevant current day articles involving forced return to office for employees		Nov 23 - Feb 24		5
Step 2	Google Search	Relevant current day articles involving forced return to office for employees	Work from home mandated return to office, return to office	Nov 23 - Feb 24		8
Step 3	Conducted seach on Google Scholar	Relevant current day articles involving forced return to office for employees in acidemics	Work from home mandated return to office, return to office	24-Feb	1,080,000	2
Step 4	Conducted seach on Google Scholar	Relevant articles related to Job Satisfaction, Career Satisfaction, Employee Turn Over	Job Satisfaction, Career Sastisfaction, Commitment, Employee Turnover	24-Feb	8,962,000	13
Step 5	Coduct GSU Peer Reviewed and Academic Journals	Relevant articles related to Job Satisfaction, Career Satisfaction, Employee Turn Over	Job Satisfaction, Career Sastisfaction, Commitment, Employee Turnover	24-Feb	1,068, 988	13
Step 6	Conduct Search on Google Scholar and GSU Peer Reviewed and Academic Journals	Relavent articeles related to Social and Economic exchange Theory	Social and Economic exchange Theory	April - July 2024	5M+	11
Step 7	Conduct Search on Google Scholar and GSU Peer Reviewed and Academic Journals	Relavent articeles related to Social and Economic exchange Theory Measuremnt	Exchange & Pwer in Social Life	Jul-24	4.5M+	8
Step 8	Based on citings read Exchange & Power in Social Life		Title and Author - Blau	Aug-24	1	1

In the first step, I spent two months reviewing current topics in the digital news related to employees working from home (December and January 2024). By reviewing current topics, I was able to note several emerging themes around employers forcing employees to return to work in the office, both part and full time. I then began searching for and reviewing current articles on the topic (January and February 2024).

Upon reviewing this literature, key topics, words, and phrases that have been studied extensively began to emerge, job satisfaction, career satisfaction, employee commitment, and employee turnover intent. Using these key words and phrases I then did several searches in Google, Google Scholar, and the Georgia State Digital Library to find publications and studies to help ground the study and support the need to do research.

In the second step, I did a standard google search using two key phrases: “work from home mandated return to office” and “return to office.” This search returned several current articles,

and by reading them, I identified eight relevant articles on the topic of forced return to the office from work from home.

In step three, I repeated the step two search but this time in Google Scholar, this returned over a million results but in review of many articles, only two articles were current and seemed relevant to the current emerging work problem. The lack of research articles found in this step helped to support the need for additional research with regards to forced return to work from work from home and the impact that might have on job satisfaction, career satisfaction, and employee turnover intent.

In step four, I performed a search in Google Scholar for prior research to ground the study in theory. The key words and phrases used were job satisfaction, career satisfaction, employee commitment, and employee turnover intent, this resulted in 8.9 million results and upon reviewing manually many of these articles the research found thirteen of relevance.

In step five, I did a literature search and review in the Georgia State University digital library to garner further support in the research community and to further ground the study. I did a key words and phrases search using; job satisfaction, career satisfaction, employee commitment, and employee turnover intent and applied peer review and academic journal filters to narrow down the search. The search returned over one million articles and by reviewing the literature and applying filters I was able to filter it down to thirteen possible relevant articles.

In step six, I narrowed their focus to search on two key theories, Social and Economic Exchange Theories, in Google Scholar as well as Georgia State University digital library. I did a key words and phrases search using; social and economic exchange theory and applied peer review and academic journal filters to narrow down the search. The search returned over five

million articles and by reviewing the literature and applying filters I was able to filter it down to eleven possible relevant articles.

In step seven, I narrowed their focus to search to how to measure social and economic exchange, in Google Scholar as well as Georgia State University digital library. I did a key words and phrases search using; social and economic exchange theory measurement and applied peer review and academic journal filters to narrow down the search. The search returned over four and a half million articles and by reviewing the literature and applying filters I was able to filter it down to eight possible relevant articles.

Note – in no way am I suggesting that this contains all relevant articles, however the increase in news and lack of published research suggested research was needed.

II.2.2 *Concepts*

- Employee Social exchange prior to forced return to work
- Negative impact on Employee Social exchange prior to forced return to work
- Employee Economic exchange prior to forced return to work
- Negative impact on Employee Economic exchange prior to forced return to work
- Employee commitment pre return to work mandates
- Negative impact to employee commitment post return to work mandates
- Employee turnover intention pre return to work mandates
- Negative impact to employee turnover intention post return to work mandates

II.3 Key Themes

To date there is little research published on the impact of forced return to work mandates, and the negative impacts on employee commitment, and turnover intent driven by social and economic between employees and employers. In conducting the literature review there are publications with regards to employee commitment, and turnover intent prior to return-to-work mandates. It is important to understand that it was difficult to find articles published in top

journals on employee commitment, and turnover intent post return to work mandates and my literature review was expanded to a wide breath of publications.

Work from home has grown exponentially over the past five years, and 98% of workers want to work from home at least some of the time (Haan, 2023). The move to work from home was driven by the advancements in technology, and the onset of COVID. Because of these and other factors, it projected that two thirds of all United States based companies will offer some flexible work environment option for their corporate employees in 2024 (Guota, 2024).

Some, but not all, of the biggest employee benefits to come out of work from home have been reduced cost to employees, an average of $561 a month (Carter, 2024), improved employee wellbeing (Telford & Abril, 2024), and improved work commitment. A survey completed by Haan (2023), found that 35% of workers feel more productive when working from home. In addition, employees who work some form of a flexible work from home schedule tend to find a better work life balance (Telford & Abril, 2024). This has driven a societal reshape of employee satisfaction with employees spending less time commuting, moving out of the city, and creating a very blurred line between home and work life balance (Hannon, 2024). These changes in employee satisfaction have taken such a hold that union representatives have explicitly stated that employees intend to quit if forced punitive mandates are put in place (Cutter, 2024).

Despite these findings, the leadership within several companies does not see flexible work from home in this way and challenge that employees cannot build a great culture, get properly educated, nor be enabled to do your best work via a video conference (Telford & Abril, 2024). During my research we also found conflicting literature that could support them. Makridis and Schloetzer (2022) research found that when you take into consideration other dimensions there is no improvement to overall employee satisfaction when working from home. Several

senior leaders see forced return to work mandates to restructure or force attrition, IBM's Chief Financial Officer. James Kavanaugh sees forced return to work mandates to increase attrition (Ford, 2024) something they planned for in 2024. Telford and Abril (2024) found that remote workers were 35% more likely to be laid off and Carter (2024) found that 50% of full-time remote positions have been eliminated since 2022.

It is this difference in thought about work from home impact and lack of research into the new work environment "norms" that is driving the need to further understand the impact of forced return to office mandates on employee satisfaction and how they negatively impact employee commitment, and turnover intention by creating a negative impact on social and economic exchange. This gap in research knowledge creates an opportunity for me to contribute academically to a few theories, specifically Social and Economic Exchange Theory, and Resource Theory.

II.3.1 *Social and Economic Exchange Theory (SET)*

Social Exchange Theory was mostly pioneered by Homan (1958) and by Blau (1964) and is seen as the standard for understanding workplace behavior (Cropanzano & Mitchel, 2005). Homan (1958) focused his studies on the social aspect of exchange in small groups. Blau (1964) though like Homan, focused on the economics of social exchange theory and was the first to recognize the difference between social and economic aspects of exchange and developed reasons to focus on the technical economic aspects of exchange research. Social Exchange Theory is the exchange of resources, material, and non-material, between two people that defines social behavior and clarifies the relationship between two individuals, or small groups (Homan, 1958). In Shore (2006) a construct was developed that confirmed that there was a difference between social and economic aspects of exchange and that a theme was present in exchange

literature that supported employees developing social and economic reasons for exchange and how each influence balance. Aryee (2002) suggested that the employee and employer relationship can be characterized by both social and economic exchange theory and that several resources, often seen as perceived organizational support (POS), can be used as predictors for performance, altruism citizenship behavior, and absence/lateness (Shore, 2006)

Social and Economic Exchange balance is often sought after but it is not always achieved (Shore, 2006). Homan (1958) shared the idea that when someone gives much they expect much and that is a key component when considering an employee's point of reference. When balance cannot be achieved or power swings, opposition will retaliate for the unjust, and sometimes create knew imbalance (Blau, 1986). The research proposed will provide necessary additional information that is currently sparse. It is hypothesized that the current research strain will show that the negative social and economic imbalance for employees, created by force return to work, can be improved by implementing best practices associated with the six known resources identified in resource theory. For this research, I used a previously published questionnaire (Shore, 2006). This questionnaire assisted me in creating a reliable and valid survey that assisted me in measuring social and economic exchange quantitatively.

II.3.2 *Psychological Contracts*

Rousseau, (1989) established that there are beliefs that exist, not written, between employee and employers that establish a psychological contract. With employees it is critical to understand their current perception of reality and their current mindset so we can best understand and predict their attitudes and behavior. Rousseau and McClean Parks, (1993) established that this mind set determines how employees see their current psychological contracts with employer's. Those psychological contracts can be broken down into two types, transactional and

relational. These two types of contracts fall in line with social and economic exchange theory, relational is socially based and relies heavily on trust where transactional is solely based on economic exchange.

Understanding the current state of the employees and employers work from home phycological contracts can help us understand what the employee believes they are owed, if it has been fulfilled, and what impact it may have on employee's commitment and turnover intent.

I utilized the framework developed by to measure each of the current state of the employee and employers' psychological contract quantitatively.

II.3.3 *Resource Theory*

There are six known resources that can positively impact social and economic exchange, love, status, information, money, goods, service (Foa, 1974). Resource theory developed by Foa (1974) identified a framework for these resources that could be used to identify and influence social interaction between individuals.

Social Exchange – (Voluntary) Information, Status, Love

- Love – affectionate regard, warmth, comfort
- Status - evaluated judgement, high or low prestige
- Information – advice, opinion, instruction

Economic Exchange – (Contractual) Money, Goods, Services

- Money – any coin or token of standard exchange
- Goods – any product or object
  Services – on the body or belonging to individual

I utilized qualitative interviews to validate understandings and develop the resources to measure.

II.3.4 *Employee Commitment*

Organizations are continually working to improve employee commitment and have shown that commitment drives employee production, attendance, and is directly tied to an employee's intention to stay or leave (Meyer, Stanely, Herscovich, & Topolynytsky, 2002). Prior research has shown that there are three main types of employee commitment, affective (emotional attachment), continuance (focused on cost), and normative (based on obligation) that can be surveyed to measure the different ways that an employee may or may not be committed to the organization and its goals and objectives, as well as their corporate citizenship (Allen &Meyer, 1990).

- Affective Commitment (ACS)– emotional attachment, identification, and involvement in and organization (Allen & Meyer, 1990). (Want to stay)
- Continuance Commitment (CCS) – commitment based on the cost and employee associates with leaving and organization (Allen & Meyer, 1990). (Feel they need to stay)
- Normative Commitment (NCS) – feelings of obligation to remain with the organization (Allen & Meyer, 1990). (Have to stay)

I utilized the Three Commitment Model (TCM) developed by (Myer & Allen, 1990) to measure each of the three levels of commitment quantitatively.

II.3.5 *Employee Turnover Intent (TI)*

Voluntary turnover is an interdisciplinary and multi-dimensional construct (Jha, 2009) that has always been a major concern for businesses of all size and type. Voluntary turnover impacts several areas of business but most importantly their cost, employee satisfaction, and loss of business knowledge, and other employee's desire to voluntarily leave an organization.

Mobley (1979) observed that an employee's turnover intention is influenced by individual and organizational factors, employee characteristics, job expectations, and the labor market. These observed influences directly impact social and economic exchange and have

negatively influenced employee voluntary turnover intention. Flex job surveyed eight thousand workers and found that 56% either have or know someone who has or plans to quit because or return to work mandates (Battle, 2024). I utilized Roodt (2004) and Bothma and Roodt (2013), fifteen question survey to measure turnover intent quantitatively.

III CONCEPTUAL MODEL

My literature review suggests that forced return to work post Covid-19 pandemic has negatively impacted employee and employer social and economic exchange relationship. This has created a negative impact on employee commitment, and increased turnover intention and that the use of certain resources by employers can help to offset this negative impact.

By introducing resource programs an employer can help positively impact social and economic exchange between employee and employer which in turn will lead to increased commitment to the organization and a decrease in turnover intent.

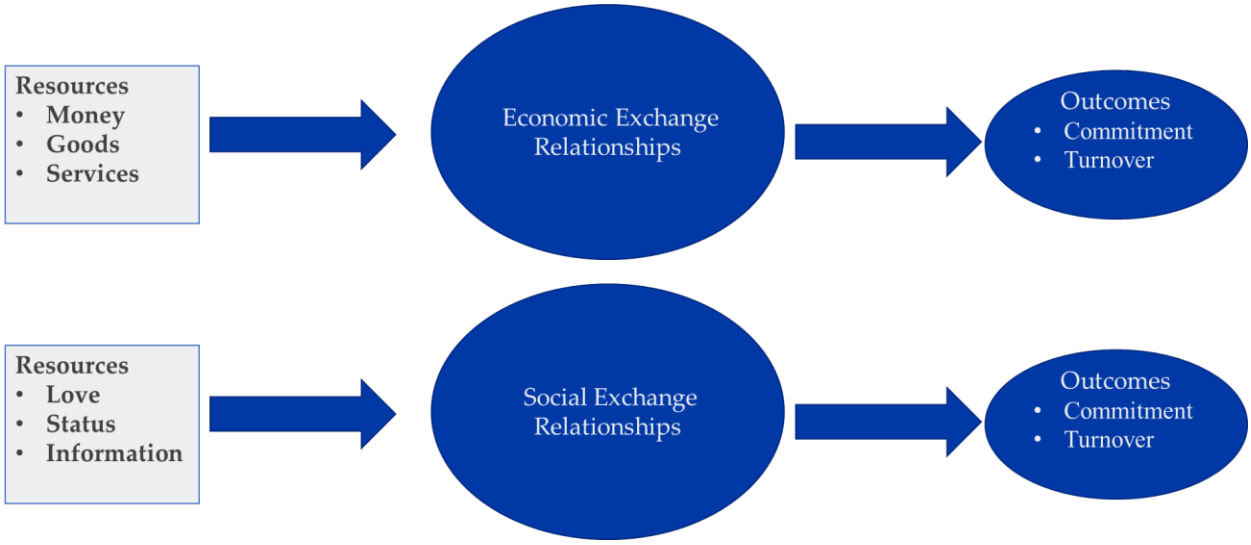

Figure 1 Conceptual Model

Drawing on Resource Theory and the identified different resources that impact social and economic exchange, I propose a model where love, status, and information positively impact social exchange and money, goods, and resources impact positively impact economic exchange. From this research, I developed four hypotheses and believe that after being forced to return to work are true.

Hypothesis 1 - For employees that were forced back to the office there will be a positive relationship between the amount of love, status, and information resources provided and their Social Exchange.

Hypothesis 2 - For employees that were forced back to the office there will be a positive relationship between the amount of money, goods, and service resources provided and their Economic Exchange.

Hypothesis 3 - Good Employee Social and Economic exchange is positively related to employee Commitment and drive down Turnover Intent.

Hypothesis 4 - Through Social and Economic Exchange, resources will positively relate to Commitment and negatively to Turnover Intent.

IV METHODOLOGY

IV.1 Participants

For the qualitative study semi-structured interviews were conducted, participants were identified by me and came from the U.S., were twenty-two years of age or older, had worked from home at least fifty percent of the time or greater during COVID-19, have been forced back to work, come from different occupations, educations, ages, ethnicities, identified sexual orientation, income levels, and organizations.

For the second part of the study, I utilized the same selection criteria, quantitative analysis was utilized to measure the impacts different resources have on employee social and economic exchange when being forced back to the office after having worked from home fifty percent of the time or greater and how those changes impact employee commitment and turnover intent. To maximize our data collection, eliminate bias, allow flexibility, strengthen validity, and ensure representation of the industry I conducted three hundred and twenty-two surveys of U.S. residents, who work in corporate America, over the age of twenty-two, and who worked from home fifty percent of the time or greater and were asked to return to the office and completed both survey's.

I utilized a professional third-party administrator (Qualtrics), and suggested quality control methods from Walter (2019) to ensure data integrity and accuracy. Walter (2019) found that panel data often provides more diversified, educated participants when compared to standard data associated with the general population samples. In addition, I utilized a two-wave survey design utilized by Maurer (2008) to reduce consistency bias and method variance, reduce response fatigue, retest social and economic exchange, theoretical constructs central to this study, which were given in both surveys.

IV.2 Methods

A mixed-method research study was performed in two phases. In phase one ten semi-structured qualitative interviews were conducted to enhance validity by providing deeper insights, potential triangulation, context to numerical findings and authentically capturing participants' voices. These semi-structured interviews helped me to better understand what employees went through, their perceived negative impact to employee commitment, and turnover intent as well at what resources were important to them, or could have been helpful or valuable to them, and how they might offset the negative impact of the forced return to work.

IV.2.1 *Qualitative Questions (Semi-Structured Interview)*

- After a brief introduction to the research and the purpose of the interview, I defined social and economic exchange, and the influence it may have on an employee's commitment and turnover intention, and what resources are.
    - Please provide an overview of your work environment pre-Covid, during COVID, and now.
    - What impact did return to work have on your social exchange with your employer. How did this impact your overall commitment? How did this impact your turnover intentions?
    - What impact did return to work have on your economic exchange with your employer. How did this impact your overall commitment? How did this impact your turnover intentions?
- I then defined resources. Upon being forced to return to work, did your employer implement any type of resources to off-set the impact of returning to the office?

If yes

- Can you please provide details on what resources were offered?
- How did this resource impact your social exchange with your employer?
- How did this resource impact your economic exchange with your employer?
- How did these resources impact your commitment to the organization?
- How did these resources impact your turnover intentions?

Asked for each resource offered.

If no

- I will define again define each of the available resource types to the interviewee.
  - Social (Love, Status, Information) and Economic (Money, Goods, Services)
- I presented a similar question to measure impact of each proposed offering.
  - How would resource “X” impact your social exchange with your employer? How would this influence your overall commitment? How would this influence your turnover intent? Please rate each on a one to seven scale with one being Strongly Disagree and seven being strongly agree.
  - How would resource “Y” impact your economic exchange with your employer? How would this influence your overall commitment? How would this influence your turnover intent? Please rate each on a one to seven scale with one being Strongly Disagree and seven being strongly agree.
  - Please rate each on a one to seven scale with one being Strongly Disagree and seven being strongly agree.
  - Based on what we discussed, can you think of any other resources that might have a positive impact on your social or economic exchange that would have a positive impact on your commitment to the organization after being forced back to work?
  - Based on what we discussed, can you think of any other resources that might have a positive impact on your social or economic exchange that would have a positive impact on your turnover intention after being forced back to work?

See in table three a list of resources developed from literature research, and practical experience.

Table 3 Resource Offerings (Pre-Interviews)

Resource	Love	Status	Information	Money	Goods	Services
A reasonable timeline to return	X					
Weekly One on One Development Time with Leadership	X					
Two Days a week of flex time	X					
A work environment that is conducive to my comfort, health, safety, and wellbeing	X					
A work setting that is conducive for me to be successful at my job	X					
Fairness in how all employees returned to the office		X				
Named to a transition committee		X				
Special Leadership Development Program		X				
Clear Communications			X			
Clear and credible information on why			X			
Third Party Leadership Coaching			X			
Certificate Program Scholarship			X			
Seven Percent Spot Raise				X		
Five Thousand Dollar Stay Bonus				X		
Additional personal incentives such as TV's, refrigerators, wash & dryer, laptop, etc.					X	
Additive personal services such as day care, gym membership, pet care, dry cleaning, breakfast/lunch, etc.						X

The end goal of the qualitative study was to develop a list of resources (e.g., policies such as flex time, relationships such as supportive supervisor, pay changes, etc.) that were used as individual items of measure.

IV.2.2 *Quantitative Survey*

In phase two of the study, and to further strengthen the study, I created a temporal separation by introducing time to improve our methodological rigor (Podsakoff, 2003). The survey was conducted in two parts using the same 1,724 subjects. The first study was focused on social and economic exchange and the resources that may influence them, the second survey was

utilized to measure social and economic exchange as well as employee commitment and turnover intent.

- Survey One – Social/Economic Exchange and Six Resource Influences
- Survey Two - Social/Economic Exchange and Commitment, Turn Over Intention

Individuals surveyed came from different occupations, educations, ages, ethnicities, identified sexual orientation, and income levels and were identified by a reputable third-party survey company, Qualtrics. Everyone surveyed was made aware of the purpose of the survey, committed to complete both surveys, and implied consent.

For the resource portion of the survey, I developed a final list of resources from the qualitative interviews and utilize a defined seven-point measurement scale to measure impact. For social and economic exchange portion of the survey I used Shore (2006) survey questions and defined seven-point measurement scale. To measure the state of the psychological contract between employee and employers I utilized framework developed by Coyle-Shapiro, Jaqueline A-M and Kessler, Ian (2000) to measure employees state of mind with regards to work from home status. To measure organizational commitment, affected, continuance, and normative, I used Allen and Meyer (1990) survey questions and defined seven-point measurement scale. To measure turnover intent, I utilized the survey questions and a measurement scale developed by Roodt (2004) and Bothma and Roodt (2013).

In addition, I collected information regarding psychological contracts utilizing three questions constructed using Coyle-Shapiro, Jaqueline A-M and Kessler, Ian (2000) framework. I also utilized the resource construct developed from my qualitative analysis to gather supplementary data regarding how much participants value each of the resources utilizing using a three-point scale of low, moderate, and high value.

Table 4 Survey Structure

Section	Items	Comments
Demographics	1 through 12	Classic Demographic Information
Breach Measurement	13 through 15	Assess level of work from home agreement and fulfilment
Social Exchange Questions	16 through 33	Assess social exchange between employee and company (Shore, 2006)
Economic Exchange Questions	34 though 42	Assess economic exchange between employee and company (Shore, 2006)
Resource value	43 through57	Asses the level of value employees associate with different resources
Organizational Commitment	58 through 69	Assess the employee's commitment to the organization (Allen & Meyer, 1990)
Turn Over Intent	70 through 84	Assess the employees turn over intentions (Roodt, 2004) (Bothma & Roodt, 2013)

IV.2.3 *Data Analysis*

For the qualitative interviews, I recorded each interview using zoom and I gathered approximately ten hours of recordings, all the interviews were transcribed, and I kept detailed notes during the interviews. Interview questions went beyond semi-structured questions, to gain information that might not have been provided. Utilizing this technique allowed the interviewer to garner expertise and point of view from the interviewee (Yin, (2015). All the notes and recordings were coded and as themes began to appear in the data, weights were given to the number of times the theme presented itself and that data used to design additional resource survey questions.

For the two-wave quantitative surveys, I conducted a multiple regression analysis on the data to determine impact of other variables using SPSS.

V RESULTS

This section details the results of our qualitative interviews and our quantitative surveys and provides the results of our four hypotheses.

V.1 Qualitative Study

The purpose of the qualitative study was to interview a relevant number of employees who had returned to the office after working from home at a minimal of fifty percent of the time during COVID-19. The goal was to make sure I have captured resources that may have been provided by employers, which ones may have added value, and what resources, if they had been provided, would have helped positively influence social and economic exchange, improve commitment, and reduce voluntary turnover intention. I concluded my interviews at ten as I felt I had reached saturation and continue to interview would add no additional value (Miles & Huberman, 1984).

V.1.1 *Demographics*

- Ten Individuals Selected
- Interview average one hour
- All volunteered their time
- Sixty percent Female, Forty percent Male
- White Collar Workers across varying industries
    - Technology, Office Supply, Logistics, Telecom, Health, Banking, Consulting
- Fifty Percent are still with employer that forced them back into the office

V.1.2 *Trends*

Through my qualitative interviews, review of transcripts, and manual coding I found that a few current trends emerged with regards to resources employees valued. In addition, I utilized selective coding (Miles et al., 2013) to identify key quotes and phrases to re-enforce my findings.

New Resources

- **Productive Environment** – Love
    - "Something that when we did go back into the office, I didn't realize I missed until it was back. Wow, okay, I'm able to decompress at home."
    - "So there were not enough workspaces."
    - "Because the meetings themselves and the action items themselves are happening individually in individual offices. And we are partnering in things like teams."

  Based on these quotes about safe work environment, and importance observed during interviews, I developed one additional love resource:

    - A work setting that is conducive for me to be successful at my job
- **Safe Work Environment** – Love
    - "There was not enough parking."
    - "Altercations, not physical but verbal altercations."
    - "If you got Covid, or if someone in your family got Covid, or if one of your coworkers got Covid, it wasn't super consistent on how long you should stay home, how long you should quarantine."

  Based on these quotes about safe work environment, and importance observed during interviews, I developed one additional love resource:

    - A work environment that is conducive to my comfort, health, safety, and wellbeing
- **Honesty** – Information
    - "We were kind of told a bill of goods. There were people that moved completely out of state thinking, Hey, I can do this, and still work from home."
    - "They said it was roughly a 30% increase in productivity. So they felt that there was no suffering or let down from us, you know, not being in the office."
    - "Give me what the roadmap is. Why are we doing this?"

  Based on these quotes about honesty/credibility of communication, and importance observed during interviews, I developed one additional information resource:

    - Clear and credible information on why we are returning to the office
- **Clear Communication** – Information
    - "Go build your life around your status and the type of work that you've been assigned."
    - "The frustration point for a lot of our employees had been, and for myself, is the change in messaging along the way."

- "Leaders within the same VP or officer structure handled things a little bit differently. There was no kind of blanket. This is how we are doing it as a firm. So there's conflicting messages even today."

Based on these quotes about clarity of communication, and importance observed during interviews, I developed one additional information resource:

- Clear communication on when we are returning to the office

Resource that did not hold as much value:

- **Goods** – nine out of ten surveyed felt they added no value for them, they were at a point they could buy the goods they needed however others may find value.

Taking these into consideration I added productive environment, safe environment, honesty, and clear communication resources to my quantitative survey to address my findings and based on qualitative feedback I reduced goods resources down to one resource.

V.2 Quantitative Study

I analyzed the data using SPSS and performed correlation and regression analysis. Analysis was only performed on responses where survey one and survey two were completed (n=322)

Table 5 Demographics quantitative survey one and two

		n-322	
		Frequency	Percentage
Demographics	Demographics		
Gender			
	Male	190	59%
	Female	132	41%
	Other	0	0%
Age			
	25 - 34 Years	44	13.7%
	35-44 Years	102	31.7%
	45-54 Years	81	25.2%
	55 - 64 Years	68	21.1%
	65+ Years	27	8.4%
Ethnicity			
	Black or African American	39	12.1%
	Hispanic or Latino	41	12.7%
	Asian or Pacific Islander	25	7.8%
	Native American	6	1.9%
	Caucasian	206	64.0%
	Other	0	0.0%
	Did not want to respond	5	1.6%
Education			
	Part H.S. or less	1	0.3%
	H.S. Grad	22	6.8%
	Part College/Technical School	36	11.2%
	College graduate	172	53.4%
	Master's degree	79	24.5%
	PhD, MD, or Advanced College Degree beyond Masters	12	3.7%
Income Range			
	Less than $45,000	21	6.5%
	$45,001 to $75,000	57	17.7%
	$75,0001 to $100,000	55	17.1%
	$100,001 to $150,000	94	29.2%
	$150,001 to $250,000	68	21.1%
	$250,001 and up	27	8.4%

V.2.1 *Scale Formation and Reliability*

Factor analyses were done on the various scales using principal components extraction and direct oblimin rotation. I examined various solutions, and the scale groupings reported here were chosen using eigenvalues greater than one, extracting varying numbers of factors, examining solutions and their interpretability with a preference toward simpler solutions and closeness to prior research and/or expected groupings based on theory. Reliability and item-total correlations were also examined. In the case of each resulting scale given below, the reliability coefficients were very satisfactory for research purposes.

Table 6 Scale Formation and Reliability

	Eigen Value	Cronbach's Alpha
Social Exchange	>1	0.838
Economic Exchange	>1	0.867
Social Resource	>1	0.921
Economic Resource	>1	0.931
Affective Commitment	>1	0.871
Continuance Commitment	>1	0.709
Normative Commitment	>1	0.795
Turnover Intent	>1	0.721

V.2.2 *Correlation Matrix*

In a correlation's matrix, all the main variables were related, and the mean and standard deviation were calculated for each. As you can see in Table 7, social resources highly correlated to social exchange, correlated lesser to economic exchange, highly correlated to economic resources, correlated to all three types of commitment, though to a lesser effect to continuance commitment, and correlated negatively to turnover intent. Whereas economic resources correlated highly to social and economic exchange, correlated highly to social resources,

correlated to all three types of commitment, though to a lesser effect to continuance commitment, and correlated positively to turnover intent.

Table 7 Correlation Matrix of main variables

	Mean	SD	1	2	3	4	5	6	7	8
1. Social Exchange	5.2	1.16								
2. Economic Exchange	4.53	1.29	-0.072							
3. Social Resource	4.74	1.5	.659**	.217**						
4. Economic Resource	3.67	2.06	.467**	.340**	.809**					
5. Affective Commitment	4.7	1.38	.695**	(.215**)	.557**	.407**				
6. Continuance Commitment	4.51	1.07	0.075	.211**	.127*	.164**				
7. Normative Commitment	4.46	1.12	.589**	-0.073	.509**	.443**	.675**	.144**		
8. Turnover Intent	2.48	0.71	(.455)**	.358**	(.155)*	0.043	(.556)**	.147**	(.367)**	
** Correlation is significent at the .01 Level (2-tailed)										

It is important to know that turnover intent is measured on a five-point scale, and the rest of the variables are measured on a seven-point scale.

V.2.3 *Test-Retest Correlation*

To further show the stability of the construct I did correlation test retest on social and economic exchange between surveys time one and time two. As you can see in Table 8, social exchange from survey one highly correlated to social exchange in survey two, in addition economic exchange from survey one highly correlated to economic exchange in survey two. The results of the correlation test showed stability of the construct across waves one and two of the surveys and the results were satisfactory for our research.

Table 8 Test-Retest Correlation

	Mean	SD	1	2	3	4
1. Social Exchange	5.2	1.16				
2. Economic Exchange	4.53	1.29	-0.072			
3. Social Exchange S2	5.16	1.3	.780**	0.033		
4. Economic Exchange S2	4.42	1.33	-0.068	.813**	-0.018	
** Correlation is significent at the .01 Level (2-tailed)						

V.3 Hypothesis Testing

Before assessing the hypothesis, I used social and economic exchange measured at time one to predict the outcomes (commitment, turnover) and I used social and economic exchange measured at time two in the regression of resources which were measured at time one. This capitalizes on the separation of measures in the two-wave design. In addition, it is important to remember that a negative impact on turnover intent is a favorable outcome and positive impact on turnover intent is a negative outcome. Hypotheses one, two and three were evaluated using linear regression and hypothesis four was regression evaluated using multiple mediation analysis. Average aggregate scores were created for social and economic exchange, social and economic resources, affirmative commitment, continuance commitment, normative commitment, and turnover intent.

V.3.1 *Hypothesis One Testing*

Hypothesis one predicted that there was a positive relationship between the number of social resources an employer provided, love, status, and information, and social exchange for employees forced back to the office. To evaluate this hypothesis, I used both the social and economic resource variables to predict social exchange. The regression results suggest that social resources significantly influence social exchange ($R2 = 0.446$, $p = <.001$) and the hypothesis was

supported. The economic resource variable was also related to social exchange, but to a much lesser extent and the beta coefficient was negative.

Table 9 Hypothesis One

		P value		Std. Coefficent Beta		t value	
	R2	Social Resource	Economic Resource	Social Resource	Economic Resource	Social Resource	Economic Resource
Social Exchange	*0.446	<.001***	<.008**	0.812	-0.189	11.45	-2.67
*p<0.05 **p<.01 ***p<.001							

V.3.2 *Hypothesis Two Testing*

Hypothesis two predicted that there was a positive relationship between the number of economic resources an employer provided, money, goods, and services, and economic exchange. To assess this hypothesis, I used both the social and economic resource variables to predict social exchange. The regression results suggest that economic resources influence economic exchange (R2 =0.125, p = <.001) and the hypothesis was supported. The social resource variable was also related to economic exchange, but to a much lesser extent and the beta coefficient was negative.

Table 10 Hypothesis 2

		P value		Std. Coefficent Beta		t value	
	*R2	Economic Resource	Social Resource	Economic Resource	Social Resource	Economic Resource	Social Resource
Economic Exchange	0.125	<.001***	<.063	0.474	-0.166	5.32	-1.87
*p<0.05 **p<.01 ***p<.001							

V.3.3 *Hypothesis Three Testing*

Hypothesis three predicted that there was a positive relationship between social and economic exchange and commitment and a negative relation between social and economic exchange and turnover intent. To evaluate this hypothesis, I used both the social and economic exchange variables to predict each outcome. The regression results suggest that social exchange positively impacts affective commitment (β =0.683, p = <.001) and normative commitment (β

=0.586, p = <.001) and negatively impacts turnover intent (β = -0.377, p = <.001). In addition, results suggest that economic exchange positively impacts continuance commitment (β =0.217, p = <.001) and positively impacts turnover intent (β = 0,365, p = <.001). The hypothesis was partially supported.

Table 11 Hypothesis 3

			Social Exchange	Social Exchange	Economic Exchange	Economic Exchange
	R2	P	Coefficent Beta	P	Coefficent Beta	P
Affective Commiment	0.511	<.001***	0.683	<.001***	-0.166	<.001***
Continuence Commitment	0.052	<.001***	0.09	0.1	0.217	<.001***
Normative Commitment	0.347	<.001***	0.586	<.001***	-0.031	0.497
Turnover Intent	0.295	<.001***	-0.377	<.001***	0.365	<.001***
*p<0.05 **p<.01 ***p<.001						

V.3.4 *Hypothesis Four Testing*

Hypothesis four predicted that social and economic resources, when mediated by social and economic exchange will have a positive impact on commitment and a negative impact on turnover intent. To evaluate, I utilized a multiple media regression with the confidence level set to ninety five percent and the bootstrap samples set at five thousand.

For social resources when mediated by social exchange, the multiple mediation analysis with progression suggested by the indirect boot strap results that affective commitment (Indirect LLCI 0.25, ULCI 0.45) and normative commitment (Indirect LLCI 0.15, ULCI 0.29) was positively impacted and that turnover intent (Indirect LLCI -0.19, ULCI - 0.11) was negatively impacted. These findings partially support the commitment portion of the hypothesis and fully support the turnover intent portion of the hypothesis.

Table 12 Social Resources Mediated by Social Exchange

		Social				
Social Exchange		R2	Direct Effect Boot LLCI	Direct Effect Boot ULCI	Indirect Effect Boot LLCI	Indirect Effect Boot ULCI
	Affective Commitment	0.50	0.00	0.07	0.27	0.45
	Continuance Commitment	0.01	0.06	-0.05	-0.08	0.07
	Normative Commitment	0.37	0.00	0.07	0.15	0.29
	Turnover Intent	0.01	0.07	0.17	-0.19	-0.11

Figure 2 Social Resources Mediated by Social exchange

For social resources when mediated by economic exchange, the multiple mediation analysis with progression suggested by the indirect boot strap results that affective commitment (Indirect LLCI 0.15, ULCI 0.25) and normative commitment (Indirect LLCI 0.09, ULCI 0.16) was positively impacted and that turnover intent (Indirect LLCI -0.10, ULCI - 0.05) was negatively impacted. These findings partially support the commitment portion of the hypothesis and fully support the turnover intent portion of the hypothesis.

Table 13 Social Resources Mediated by Economic Exchange

		Social				
		R2	Direct Effect Boot LLCI	Direct Effect Boot ULCI	Indirect Effect Boot LLCI	Indirect Effect Boot ULCI
Economic Exchange	Affective Commitment	0.49	0.02	0.01	0.15	0.25
	Continuance Commitment	0.03	0.01	0.02	-0.04	0.04
	Normative Commitment	0.38	0.00	0.06	0.09	0.16
	Turnover Intent	0.01	0.07	0.13	-0.10	-0.05

Figure 3 Social Resources Mediated by Economic Exchange

For economic resources when mediated by social exchange, the multiple mediation analysis with progression suggested by the indirect boot strap results that continuance commitment (Indirect LLCI 0.01, ULCI 0.06) was positively impacted, and that turnover intent (Indirect LLCI 0.02, ULCI 0.06) was positively impacted. These findings partially support the commitment portion of the hypothesis but do not support the turnover intent portion of the hypothesis.

Table 14 Economic Resources Mediated by Social Exchange

		Economic				
Social Exchange		R2	Direct Effect Boot LLCI	Direct Effect Boot ULCI	Indirect Effect Boot LLCI	Indirect Effect Boot ULCI
	Affective Commitment	0.43	0.00	0.50	-0.12	-0.03
	Continuance Commitment	0.05	0.13	-0.18	0.01	0.06
	Normative Commitment	0.29	0.00	0.33	-0.06	-0.01
	Turnover Intent	0.01	-0.10	-0.03	0.02	0.06

Figure 4 Economic Resource Mediated by Social Exchange

For economic resources when mediated by economic exchange, the multiple mediation analysis with progression suggested by the indirect boot strap results that continuance commitment (Indirect LLCI 0.01, ULCI 0.06) was positively impacted, and that turnover intent (Indirect LLCI 0.02, ULCI 0.05) was positively impacted. These findings partially support the commitment portion of the hypothesis but do not support the turnover intent portion of the hypothesis.

Table 15 Economic Resources Mediated by Economic Exchange

		Economic				
		R2	Direct Effect Boot LLCI	Direct Effect Boot ULCI	Indirect Effect Boot LLCI	Indirect Effect Boot ULCI
Economic Exchange	Affective Commitment	0.30	0.00	0.30	-0.13	-0.06
	Continuance Commitment	0.05	0.07	-0.01	0.01	0.06
	Normative Commitment	0.25	0.00	0.23	-0.07	-0.02
	Turnover Intent	0.01	-0.04	0.02	0.02	0.05

Figure 5 Economic Resources Mediated by Economic Exchange

Table 16 Hypothesis Testing

Hypothesis	Support
H1: Social Resources -> Social Exchange	Supported
H2: Economic Resources -> Economic Exchange	Supported
H3: Social & Economic Exchange -> (+) Commitment and (-) Turnover Intent	Partially Suppoerted
H4: Social & Economic Resources -> Social & Economic Exchange -> (+) Commitment and (-) Turnover Intent	Partially Supported

VI DISCUSSION

This was a very unique phenomenon that created an amazing opportunity for my study to prove the positive relationship social and economic resources had on social and economic exchange, that good social and economic exchange positively influence commitment and drives down turnover intent, and the positive impact that social and economic resources had on employee social and economic exchange perceptions and the effects that all these constructs had on organizational commitment and turnover intent. In addition, each of these findings contributed to social and economic exchange theory and resource theory in new and unique ways. For social and economic exchange theory I was able to examine things in a real scenario that is new and unique and prove that prior research held true. For resource theory I was able to create applicable resources that can be applied in this scenario and tested in different scenario's where only theory existed before. I utilized a mixed method study in which qualitative data helped to provide insight into the resources that are valued among employees forced to return to work.

A two-wave quantitative survey study provided data on the impact of social and economic resources on social and economic exchange, as well as the impact of social and economic exchange on commitment and turnover. I also examined the indirect effects of resources when mediated by social and economic exchange on commitment and turnover intent. I relied on construct measures that were well developed in previously published research to address social exchange (Shore 2006), organizational commitment (Allen & Meyer,1990), and turnover intent (Roodt, 2004, Bothma & Roodt, 2013). I relied on the resource framework by Foa (1974,1980) to develop new measures of the presence of various resources when employees were forced back to work.

My study showed that social resources affect social exchange significantly (R2 =.446, P<.001***) and economic resources affect economic resources to a lesser effect (R2 = .125, P<.001***). Though this has been theorized in prior research it has never been evaluated in this forced return to work scenario. This provides us not only with strong data to build on the existing theory but also provides us build a practical construct.

When we look at the effect of social exchange on commitment, we find that social exchange affects affective commitment (R2 = .683, P<.001***) and normative commitment (R2 = .586,, P<.001***) significantly, and continuance commitment to a much lesser affect (R2 = .09, , P<.001***). This make sense as the formal definitions of affective and normative commitment, appear to be both social commitment types based on their emotional and social obligation aspects. The effect of social exchange on turnover intent is significant (R2 = -377 , P<.001***) and is of little surprise considering good social exchange has been shown in prior research to have a strong effect on commitment (Homan, 1958) as well as in our study, and commitment has an effect on turnover intent, also confirmed by our study (R2 =.339, , P<.001***).

For the effect of economic exchange on commitment, we find that economic exchange affects are moderately positive for continuance commitment (R2 = .217, P<.001***) and have a negative effect on affective commitment (R2 = -,166, P<.001***) and normative commitment (R2 = -.031, P<.001***). This again makes sense when you look at the formal definition of continuance commitment and its tie to the cost associated with not being committed, in addition the negative impact is associated to the social types of commitment and drive down commitment there. This explanation and the strong tie to overall commitment explain why economic exchange effect on turnover intent increases the likely hood of employees leaving.

As predicted, social resources (love, status, and information), when mediated by either social or economic exchange, positively impacted affective and normative commitment. In addition, social resources (love, status, and information), when mediated by either social or economic exchange negatively impact turnover intent. For economic resources (money, goods, service) when mediated by social exchange it positively impacts continuance commitment, economic commitment type, and negatively impacts turnover intent and strengthens our previous findings while providing employers with even further evidence of having multiple types of social and economic resources available to employees when forcing them to return to the office can help strengthen commitment across a wider group of employees and drive down turnover intent.

When economic resources are mediated by economic exchange it positively impacts continuance commitment but negatively impacts turnover intent. This finding suggests that economic resources and economic exchange alone do not negatively impact turnover intent, in fact increases the likelihood, and suggest that for the money it seems that employees have the intent of leaving the job in search of something better. However, social exchange and resources have the expected effects.

VI.1 Theoretical Contribution

This research contributed to resource theory (Foa, 1974, 1980) by developing a practical construct specific to the return-to-work scenario where only theoretical frameworks had previously existed. I was able to construct, assess, and provide seventeen different types of resources that aligned with the theorized six types of social and economic resource constructs falling into the social and economic categories. Furthermore, I established an empirical scale tailored to the specific context of forced return to work for the purpose of measuring resources as defined by the theory. Therefore, the present research helped to contextualize resource theory in

the return-to-work scenario, and it offered new measurement scales based on resource theory. It related resource theory to social exchange theory within the return-to-work context. This helps to further establish and provide insight into resource theory.

In addition, the study linked the empirical scales related to resource theory to social and economic exchange theory (Shore, 2006), demonstrating the impact of resource dynamics on exchange processes. Moreover, the findings provided empirical support for the applicability of current social and economic exchange theory within the defined context of forced return to work. This further elaborates the nomological network and research base behind social exchange theory. Further, the results also further highlight the relations of social exchange theory to important outcomes such as commitment and turnover in the return-to-work context.

VI.2 Practical Contribution

This research provides actionable guidance on the effects of mandated return-to-work policies on employee commitment and turnover intentions, offering insights for organizational decision-making regarding return-to-work mandates. The analysis from the present study reveals the positive influence of social and economic resources on employee commitment, providing empirical support for investing in these resources to bolster workforce engagement. To provide further independent validation of these findings, a separate set of survey questions elicited respondents' rankings of resource value (low, medium, or high value), independent of employer-provided resources. Analysis of these independent rankings revealed that employees placed high value on love, information, and money, and moderate value on status, goods, and services. Conversely, the analysis also highlights the detrimental impact of insufficient social and economic resources on employee turnover intent, underscoring the risks associated with neglecting these factors during organizational change.

Based on these findings, this study defined social and economic resources, specific to forced return to work, that employers can implement to facilitate a smoother and more successful transition of employees back to the office environment. Seeing the significant impact social resources has on commitment, it is important to recognize the low effort and cost associate with these resources. Employees held high value in social resources such as clear communication, honest reasons for returning to the office, and flexibility on number of days in the office. These resource strategies and programs in turn will mitigating negative impacts to commitment and positive impacts to turnover intent.

Table 17 Social and Economic Resources

Resource Type	Resources
Information	Clear communication on when we are returning to the office
Information	Clear and credible information on why we are returning to the office
Love	A reasonable timeline to return
Status	Fairness in how all employees returned to the office
Love	A work environment that is conducive to my comfort, health, safety, and wellbeing
Love	A work setting that is conducive for me to be successful at my job (
Status	Additional career development time with my leadership
Love	Flexibility on days of week I return to the office
Status	Additional advanced leadership development
Status	Additional training or educational reimbursement
Money	Additional financial compensation pay raise
Money	Additional financial compensation pay raise – bonus or retention bonus
Goods	Additional personal incentives such as TV's, refrigerators, wash & dryer, laptop, etc
Services	Additive personal services such as day care, gym membership, pet care, dry cleaning, breakfast/lunch, etc.

VII CONCLUSION

When employers mandate return to work without providing adequate resources and without taking into consideration social and economic exchange with the employee, they can negatively impact commitment and drive-up turnover intention. This can lead to things such as reduced productivity, quality issues, and higher costs. By utilizing resources to create a resource-based strategy for employees to return to work, like the ones I have evaluated and provided, employers can create a much smoother transition back to the office by improving the employees' overall commitment and driving down their turnover intent.

VII.1 Limitations

By acknowledging the possible limitations within my research, I hope to maintain best in class research practices through carefulness and transparency. Despite my best efforts to mitigate potential opportunities, there are limitations that warrant consideration for future research.

Regarding the qualitative phase, the following limitations merit further examination:

- Sample: The selection and size of the interview sample (n=10) introduces potential limitations. Future research could explore the possibility of selection bias and investigate whether a larger or more diverse sample might provide different insights.
- Interviewer/Interviewee: Exposure and availability of different media (opinion, news, and social) and individual experiences surrounding return-to-work may have influenced my interviews. Future studies could utilize interview strategies to further minimize this potential bias.
- Saturation: Though I attempted to reach saturation, future investigations could explore alternative methods for assessing saturation or conduct additional interviews to ensure comprehensive understand of additional emerging themes and resources.
- Broad applicability: Did I accurately represent the population, careers, and organization types? Future research could examine different industry, organizations, and demographic groups.

Concerning the quantitative survey components, the following limitations deserve further investigation:

- Sample: Like the qualitative phase, the selection and size of the survey sample raise questions regarding potential bias and its representativeness of the larger population of employees experiencing return to work. Future research samples could be larger in size.
- Response Accuracy: The accuracy of self-report data allows for recall bias, where participants' memories of past experiences or attitudes may be inaccurate or misleading.
- Social Information: Opportunity for employees to get together, discuss and influence opinion from positive or moderate to negative. This could potentially influence their survey responses. Future research could look to limit this influence or look at what the impact is.
- Third party exposure: Exposure to media (news/social) regarding return-to-work mandates may have introduced bias. Future studies could investigate the role of external information sources in shaping employee perspectives.

Acknowledging my studies limitations provides an understanding of my study's complex construct between employees return to work, economic and social resources, social and economic exchange, employee commitment, and turnover intent.

VII.2 Future Research

One recommendation for future research is to identify if these same resources have a similar impact on commitment and turnover intent in different scenarios, the present study only looks at the forced return to work scenario. This would strengthen the overall practical construct and the weight associated with the impact of providing resources to employees when making major changes to positively influence commitment and negatively influence turnover intent.

Furthermore, additional research could be conducted on how long the effects last when providing social and economic resources, which are mediated by social and economic exchange, to positively impact commitment and negatively impact turnover intent. This would provide guidance to employers on frequency of making resources available, refreshing resources, etc.

VII.3 Concluding Remarks

This study built on resource theory (Foa, 1974, 1980) by developing a practical construct specific to the return-to-work scenario where only theoretical frameworks had previously existed. In addition, the results indicate that when employers provide social and economic resources to employees when asking them to return to the office, they can positively impact commitment and negatively impact turnover intent through mediation by social and economic exchange.

APPENDICES

Appendix A Interview Protocol

Qualitative Questions (Semi-Structured Interview)

- After a brief introduction to the research and the purpose of the interview, I defined social and economic exchange, and the influence it may have on an employee's commitment and turnover intention, and what resources are.
    - Please provide an overview of your work environment pre-Covid, during COVID, and now.
    - What impact did return to work have on your social exchange with your employer. How did this impact your overall commitment? How did this impact your turnover intentions? Please rate each on a one to seven scale with one being Strongly Disagree and seven being strongly agree.
    - What impact did return to work have on your economic exchange with your employer. How did this impact your overall commitment? How did this impact your turnover intentions? Please rate each on a one to seven scale with one being Strongly Disagree and seven being strongly agree.
- I then defined resources. Upon being forced to return to work, did your employer implement any type of resources to off-set the impact of returning to the office?

If yes

- Can you please provide details on what resources were offered?
- How did this resource impact your social exchange with your employer?
- How did this resource impact your economic exchange with your employer?
- How did these resources impact your commitment to the organization?
- How did these resources impact your turnover intentions?
- Asked for each resource offered.
- Please rate each on a one to seven scale with one being Strongly Disagree and seven being strongly agree.

If no

- I will define again define each of the available resource types to the interviewee.
    - Social (Love, Status, Information) and Economic (Money, Goods, Services)

- I presented a similar question to measure impact of each proposed offering.
    - How would resource “X” impact your social exchange with your employer? How would this influence your overall commitment? How would this influence your turnover intent? Please rate each on a one to seven scale with one being Strongly Disagree and seven being strongly agree.
    - How would resource “Y” impact your economic exchange with your employer? How would this influence your overall commitment? How would this influence your turnover intent? Please rate each on a one to seven scale with one being Strongly Disagree and seven being strongly agree.
    - Please rate each on a one to seven scale with one being Strongly Disagree and seven being strongly agree.

Appendix B Survey

This study is intended to help understand employees’ experiences, perceptions, and beliefs related to their employment relationship and reactions when they are required to return to work after working from home. Please answer each question to the best of your ability. Even if you are not sure, just do your best to answer the question as accurately as possible. Some of the questions are remarkably similar, but all the questions differ in some way, and each one is important.

We appreciate your participation in this survey. Please answer the questions to the best of your ability.

Survey #1

General Questions

- What is your current age? _____
- Please identify your gender:
    - Male
    - Female
    - Other
    - Prefer not to say
- Please identify Ethnic group membership:

- Black or African American
- Hispanic or Latino
- Asian or Pacific Islander
- Native American
- Caucasian
- Other: _____
- Prefer not to say

- The number of minor children (under 18) who live with you for whom you are responsible in their care? _____The number of individuals other than minor children who live with you for whom you are responsible in their care (for example, elderly, disabled, etc.)? _____Do you have pet in the home that requires care? Y/N
- Your Highest Education Achieved:
    - 1. Part H.S. or less
    - 2. H.S. Grad
    - 3. Part College/Technical School
    - 4. College graduate
    - 5. Master's degree
    - 6. PhD, MD, or Advanced College Degree beyond Masters
- Currently what is your current total pre-tax annual compensation from your job? Include salary, bonuses, stock options in your total (please give best overall estimate if not 100% sure).
    - Less than $45,000
    - $45,001 to $75,000
    - $75,0001 to $100,000
    - $100,001 to $150,000
    - $150,001 to $250,000
    - $250,001 and up
- Currently are you employed full time or part-time. FT vs PT_
- During the COVID-19 epidemic did you work from home 50% or greater and were asked to subsequently return to the office? Yes/No (If yes proceed if no stop)
    - If yes
        - Are you still with that employer? (Yes or No)
        - Did your employer mandate return to the office (Yes or No)
        - Approximately how months ago did return to office happen? _____

- In months approximately how long did you work from home before being forced back? _____

- On average how many days a week do you work from home now? (Must be 0 – 5)

Note: All further questions are regarding your employer during COVID-19 that forced you to return to the office.

Job Type

Please indicate the occupational industry/area that best matches your present employer:

1.	Architecture & Engineering	13.	Installation, Maintenance, & Repair
2.	Arts, Design, Entertainment	14.	Legal
3.	Sports & Media	15.	Life, Physical, & Social Sciences
4.	Building and Ground Cleaning & Maintenance	16.	Management
5.	Business & Financial Operations	17.	Military Specific
6.	Community & Social Services	18.	Office & Administrative Support

7.	Computer & Mathematical	19.	Personal Care & Service
8.	Construction & Extraction	20.	Production
9.	Education, Training, & Library	21.	Protective Service
10.	Farming, Fishing, & Forestry	22.	Sales & Related
11.	Food Preparation & Serving Related	23.	Transportation & Material Moving
12.	Healthcare Practitioners and Technical Healthcare Support	24.	Other

Please indicate the occupational category that best describes your specific job duties. (Circle one)

1.	Clerical/Secretarial	8.	Human Resources
2.	Building Service. /Maintenance/ Security	9.	Information Technology
3.	Corporate Mgmt. & Planning/Legal	10.	Production/Quality Control

4.	Engineering	11.	Purchasing/Distribution
5.	Consulting Transportation/Logistics	12.	Research/Product Design
6.	Finance/Accounting/ Tax/Risk Mgmt.	13.	Other Job Duties
7.	Sales/Marketing/ Communication		

Please respond to the questions below about your relationship with your employer.

7-point scale - 1 Strongly Disagree, 2 Moderately Disagree, 3 Slightly Disagree, 4 Neutral, 5 Slightly Agree, 6 Moderately Agree, 7 Strongly Agree

- My employer established a new agreement with me to work from home during the Covid-19 epidemic
- My employer established a new expectation to return to the office following the COVID-19 epidemic
- My employer broke our agreement by asking me to return to the office to work

Please respond to the questions below about your relationship with your employer.

- The things I do on the job will benefit my standings in the organization over the long run.
- There is a lot of give in take in my relationship with my organization.
- I worry that all my efforts on behalf of my organization will never be rewarded.
- I do not mind working hard today. I know I will eventually be rewarded by my organization.
- My relationship with my organization is based on mutual trust.
- I try to look out for the best interest of the organization because
- I can rely on my organization to take care of me, even though I may not always receive the recognition from my organization I deserve,
- I know my efforts will be rewarded in the future.

Please respond to the questions below about your relationship with your employer.

- My relationship with my organization is strictly an economic one – I work they pay me
- I do not care what my organization does for me in the long run, only what it does right now
- My efforts are equal to the amount of pay and benefits I receive.
- I only want to do more for my organization when I see that they will do more for me
- I watch very carefully what I get from my organization, relative to what I contribute.
- All I expect from my organization is that I be paid for my work effort
- The most accurate way to describe my work situation is to say that I give a fair day's work for a fair day pay
- My relationship with my organization is impersonal – I have little emotional involvement at work.
- I do what my organization requires, simply because they pay me

At the time you were forced back to work, a variety of resources may or may not have been in place. Please respond to the questions below about the extent to which your employer provided each resource at the time you returned to work.

7-point scale - 1 Strongly Disagree, 2 Moderately Disagree, 3 Slightly Disagree, 4 Neutral, 5 Slightly Agree, 6 Moderately Agree, 7 Strongly Agree

My employer provided….

- Clear communication on when we are returning to the office
- Clear and credible information on why we are returning to the office
- A reasonable timeline to return
- Fairness in how all employees returned to the office
- A work environment that is conducive to my comfort, health, safety, and wellbeing
- A work setting that is conducive for me to be successful at my job
- Additional career development time with my leadership
- Flexibility on days of week I return to the office
- Flexibility on the number of days I return to the office
- Additional advanced leadership development
- Additional training or educational reimbursement
- Additional financial compensation pay raise
- Additional financial compensation pay raise – bonus or retention bonus
- Additional personal incentives such as TV's, refrigerators, wash & dryer, laptop, etc.

- Additive personal services such as day care, gym membership, pet care, dry cleaning, breakfast/lunch, etc.

From the items below please weight how valuable each would be to you when being forced back to the office.

Low Value, Moderate Value, High Value

- Clear communication on when we are returning to the office
- Clear and credible information on why we are returning to the office
- A reasonable timeline to return
- Fairness in how all employees returned to the office
- A work environment that is conducive to my comfort, health, safety, and wellbeing
- A work setting that is conducive for me to be successful at my job
- Additional career development time with my leadership
- Flexibility on days of week I return to the office
- Flexibility on the number of days I return to the office
- Additional advanced leadership development
- Additional training or educational reimbursement
- Additional financial compensation pay raise
- Additional financial compensation pay raise – bonus or retention bonus
- Additional personal incentives such as TV's, refrigerators, wash & dryer, laptop, etc.
- Personal services such as day care, gym membership, pet care, dry cleaning, breakfast/lunch, etc.

Survey Two

In the last week you completed the first part of this survey, as a reminder this study is intended to help understand employees' experiences, perceptions, and beliefs related to their employment relationship and reactions when they are required to return to work after working from home. Please answer each question to the best of your ability. Even if you are not sure, just do your best to answer the question as accurately as possible. Some of the questions are remarkably similar, but all the questions differ in some way, and each one is important.

We appreciate your participation in this survey. Please answer the questions to the best of your ability.

Please respond to the questions below about your relationship with your employer.

7-point scale - 1 Strongly Disagree, 2 Moderately Disagree, 3 Slightly Disagree, 4 Neutral, 5

Slightly Agree, 6 Moderately Agree, 7 Strongly Agree

- My organization has made a significant investment in me
- The things I do on the job will benefit my standings in the organization over the long run.
- There is a lot of give in take in my relationship with my organization.
- I worry that all my efforts on behalf of my organization will never be rewarded.
- I do not mind working hard today. I know I will eventually be rewarded by my organization.
- My relationship with my organization is based on mutual trust.
- I try to look out for the best interest the best interest of the organization because I can rely on my organization to take care of me,
- Even though I may not always receive the recognition from my organization I deserve, I know my efforts will be rewarded in the future.

Please respond to the questions below about your relationship with your employer.

- My relationship with (my organization) is strictly and economic one – I work they pay me
- I do not care what (my organization) does for me in the long run, only what it does right now
- My efforts are equal to the amount of pay and benefits I receive.
- I only want to do more for (my organization) when I wee that they will do more for me
- I watch very carefully what I get from (my organization), relative to what I contribute.
- All I expect from (my organization) is that I be paid for my work effort
- The most accurate way to describe my work situation is to say that I give a fair day's work for a fair day pay
- My relationship with (my organization) is impersonal – I have little emotional involvement at work.
- I do what (my organization) requires, simply because they pay me

Please respond to the questions below about your relationship with your employer. My

organization has made a significant investment in me

1) I would be incredibly happy to spend the rest of my career with this organization.

2) I enjoy discussing my organization with people outside it.

3) I really feel as if this organization's problems are my own.

4) I think that I could easily become as attached to another organization as I am to this one.

5) I do not feel like 'part of the family' at my organization.

6) I do not feel 'emotionally attached' to this organization.

7) This organization has a great deal of personal meaning for me.

8) I do not feel a powerful sense of belonging to my organization.

1) I am not afraid of what might happen if I quit my job without having another one lined up.

2) It would be extremely hard for me to leave my organization right now, even if I wanted to.

3) Too much in my life would be disrupted if I decided I wanted to leave my organization now.

4) It would not be too costly for me to leave my organization now.

5) Right now, staying with my organization is a matter of necessity as much as desire.

6) I feel that I have too few options to consider leaving this organization.

7) One of the few profound consequences of leaving this organization would be the scarcity of available alternatives.

8) 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 I have here.

1) I think that people these days move from company to company too often.

2) I do not believe that a person must always be loyal to his or her organization.

3) Jumping from organization to organization does not seem at all unethical to me.

4) One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.

5) If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.

6) I was taught to believe in the value of remaining loyal to one's organization.

7) Things were better in the days when people stayed with one organization for most of their careers.

8) I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.

Please respond to the questions below about your relationship with your employer.

- How often have you considered leaving your job? On a scale from one to five with one being never and five being always
- How frequently do you scan the newspapers in search of alternative job opportunities? On a scale from one to five with one being never and five being all the time
- How satisfying is your job in fulfilling your needs? On a scale from one to five with one being very satisfying and five being totally dissatisfying
- How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals? On a scale from one to five with one being never and five being always
- How often are your personal values at work compromised? On a scale from one to five with one being never and five being always
- How often do you dream about getting another job that will better suit your personal needs? On a scale from one to five with one being never and five being always
- How likely are you to accept another job at the same compensation level should it be offered to you? On a scale from one to five with one being highly unlikely and five being highly likely
- How often do you look forward to another day at work? On a scale from one to five with one being always and five being never
- How often do you think about starting your own business? On a scale from one to five with one being never and five being always
- To what extent do responsibilities prevent you from quitting your job? On a scale from one to five with one being to no extent and five being to a very large extent **(R)**

- To what extent do the benefits associated with your current job prevent you from quitting your job? On a scale from one to five with one being to no extent and five being to a very large extent **(R)**
- How frequently are you emotionally agitated when arriving home after work? On a scale from one to five with one being never and five being all the time
- To what extent does your current job have a negative effect on your personal well-being? On a scale from one to five with one being to no extent and five being to a very large extent
- To what extent does the "fear of the unknown," prevent you from quitting? On a scale from one to five with one being to no extent and five being to a very large extent **(R)**
- How frequently do you scan the internet in search of alternative job opportunities? On a scale from one to five with one being never and five being all the time

Appendix C Factor Analysis

Social and Economic Exchange

Pattern Matrix[a]

	Component	
	1	2
Social1		.718
Social2		.623
Social3	-.460	.394
Social4		.751
Social5		.865
Social6		.822
Social7		.800
Economic1	.798	
Economic2	.590	
Economic3	.510	.497
Economic4	.771	
Economic5	.708	
Economic6	.736	
Economic7	.546	.381
Economic8	.741	
Economic9	.782	

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.[a]

Love Resources

Component Matrix[a]

	Component 1
Resource1	.628
Resource2	.790
Resource3Love	.821
Resource4Status	.775
Resource5Love	.814
Resource6Love	.795
Resource7Status	.792
Resource8Love	.654
Resource9Love	.743
Resource10Status	.768
Resource11Status	.696

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Economic Resources

Component Matrix[a]

	Component 1
Resource12Money	.935
Resource13Money	.922
Resource14Goods	.888
Resource15Services	.899

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Commitment

Pattern Matrix[a]

	Component		
	1	2	3
AF1Commitment2	.662		.308
AF2Commitment2	.723		
AF3Commitment2	.753		
AF7Commitment2	.735		.273
AF4Commitment2		-.262	.547
AF5Commitment2	.329		.696
AF6Commitment2	.375		.627
AF8Commitment2			.730
CC1Commitment2	-.442	.387	.595
CC4Commitment2	-.296		.622
CC2Commitment2	.298	.640	
CC3Commitment2		.668	
CC5Commitment2		.700	
CC6Commitment2		.719	-.281
CC7Commitment2		.703	
CC8Commitment2		.609	
NC1Commitment2	.616		
NC4Commitment2	.782		
NC5Commitment2	.736		
NC6Commitment2	.648		
NC7Commitment2	.681		
NC2Commitment2			.568
NC3Commitment2			.383
NC8Commitment2			.586

Component Matrix[a]

	Component		
	1	2	3
AF2	.897	-.205	.392
CC2	.244	.968	.059
NC2	.915	-.057	-.400

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Turnover

Component Matrix[a]

	Component
	1
TurnoverIntent1	.791
TurnOverIntent2	.730
TurnOverIntent3	.380
TurnOverIntent4	.718
TurnOverIntent5	.578
TurnOverIntent6	.791
TurnOverIntent7	.718
TurnOverIntent8	
TurnOverIntent9	.443
TurnOverIntent10	-.472
TurnOverIntent11	-.291
TurnOverIntent12	.679
TurnOverIntent13	.767
TurnOverIntent14	-.431
TurnOverIntent15	.750

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

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