

St. Cloud State University

## The Repository at St. Cloud State

---

Culminating Projects in Psychology

Department of Psychology

---

5-2023

### Why Belonging Matters: An Investigation into the Effects of Belonging on Organizational Commitment, Engagement, and Intention to Stay

Rachel Joseph

Follow this and additional works at: [https://repository.stcloudstate.edu/psyc\\_etds](https://repository.stcloudstate.edu/psyc_etds)

---

#### Recommended Citation

Joseph, Rachel, "Why Belonging Matters: An Investigation into the Effects of Belonging on Organizational Commitment, Engagement, and Intention to Stay" (2023). *Culminating Projects in Psychology*. 18. [https://repository.stcloudstate.edu/psyc\\_etds/18](https://repository.stcloudstate.edu/psyc_etds/18)

This Thesis is brought to you for free and open access by the Department of Psychology at The Repository at St. Cloud State. It has been accepted for inclusion in Culminating Projects in Psychology by an authorized administrator of The Repository at St. Cloud State. For more information, please contact [tdsteman@stcloudstate.edu](mailto:tdsteman@stcloudstate.edu).

**Why Belonging Matters: An Investigation into the Effects of Belonging on Organizational  
Commitment, Engagement, and Intention to Stay**

by

Rachel E. Joseph

A Thesis

Submitted to the Graduate Faculty of

St. Cloud State University

in Partial Fulfillment of the Requirements

for the Degree

Master of Science

in Industrial/Organizational Psychology

May, 2023

Thesis Committee:  
Daren Protolipac, Chairperson  
Marcy Young-Illies  
Melissa Hanzsek-Brill

### **Abstract**

The aim of this study was to investigate the relationship between organizational belonging, organizational commitment, engagement, and intention to stay among employees in various organizations in the US. The research employed a quantitative approach to collect data from a sample of employees. The study found that organizational belonging has a significant positive impact on employee engagement and affective commitment. This suggests that when employees feel a sense of belonging within their organization, they are more likely to be engaged and committed to their work. The results of the mediation analysis indicate that employee engagement partially mediates the relationship between organizational belonging and affective commitment. This means that the positive effect of organizational belonging on affective commitment is partly explained by the mediating role of employee engagement. Furthermore, affective commitment partially mediates the relationship between organizational belonging and intention to stay. This implies that the positive impact of organizational belonging on employees' intention to stay is partly due to the effect of affective commitment. These findings have important implications for organizations, as they suggest that creating a sense of belonging among employees can lead to increased levels of engagement, affective commitment, and retention.

## Table of Contents

	Page
List of Figures .....	5
Chapter	
1. Introduction .....	6
2. Literature Review .....	8
Organizational Sense of Belonging .....	8
Organizational Sense of Belonging and Engagement .....	13
Employee Engagement .....	14
Job Attitudes .....	15
Organizational Commitment and Intention to Stay .....	16
Employee Engagement and Affective Commitment .....	17
Proposed Mediation .....	18
Overview of Current Study .....	19
3. Methods .....	21
Participants .....	21
Measures .....	24
4. Results .....	27
Data Cleaning .....	27
Descriptive Statistics .....	29
Reliability .....	31
Correlations .....	32

	4
Chapter	Page
Hypothesis Testing via Inferential Statistics .....	33
5. Discussion .....	38
References .....	45
Appendices	
A. Measures .....	53
B. Power Analysis .....	60
C. Descriptive Statistics, Correlations, and Reliability .....	61
D. Results of Inferential Statistics .....	62

**List of Figures**

Figure	Page
1. Proposed Model of Relationships Between Variables in Study (H1 – H3) .....	20
2. Proposed Model of Relationships Between Variables in Study (H1 & H4) .....	20

## Chapter 1: Introduction

Organizational belonging has recently emerged as a topic of interest in the fields of I/O Psychology and organizational management at large, as a promising predictor of employee's attitudinal outcomes (Dávila & Jiménez Garcia, 2012; Merriman, 2010). However, the topic itself has received relatively little attention in literature thus far when compared to other related constructs such as job satisfaction and organizational commitment. The purpose of this study is to investigate the predictive effects of organizational belonging on affective commitment, employee engagement, and intention to stay, as well as exploring the mediating role of engagement and affective commitment. While prior research has shown that organizational belonging is a key factor in promoting employee commitment, engagement, and retention, this study seeks to build upon this work by providing a more comprehensive analysis of these relationships. By doing so, this study aims to enhance our understanding of how organizational belonging can be leveraged to improve organizational outcomes, and to provide practical insights for managers and practitioners.

While this study seeks to provide a broad overview of the relationship between organizational belonging, employee engagement, and key job attitudes and outcomes, as with most studies, there are some limitations to the approach utilized. For example, the study employs a survey design, which limits the ability to draw causal conclusions about the relationships between variables. Additionally, the sample in the study will be drawn from a convenience sample of full-time employees in the United States, which may limit the generalizability of findings across other regions and cultures. Nonetheless, the study will offer valuable insights into the role of organizational belonging in promoting positive organizational outcomes.

This thesis will be organized into several sections. After introducing the research topic and its significance, the author will provide a comprehensive literature review of the key variables of interest, including organizational belonging, employee engagement, and key job attitudes and outcomes. Next, the research design and methodology will be discussed, including sampling strategy and survey instruments. In the results section, the findings from descriptive and inferential statistical analyses will be presented. Finally, the discussion section will interpret the findings in the context of the existing literature, discuss their implications for theory and practice, and suggest directions for future research.



## Chapter 2: Literature Review

### Organizational Sense of Belonging

Since the very beginning of the emergence of psychological theory, phenomenological studies have been conducted to understand the human condition. The essence of such studies asking simple, yet profound questions, urging to uncover the nature of what drives humans, what motivates our actions, and how outside factors strengthen or weaken the relationships between given variables. As psychology evolved, so did the emergence of theories surrounding motivation. Maslow's Hierarchy of needs (Maslow, 1970), McClelland's achievement motivation theory (McClelland, 1987), and Herzberg's motivation theory (Herzberg et al., 1959), are some of the most well-known frameworks that seek to address why and how humans are motivated. These heavily researched, and academically accepted theories, while unique to one another, have some basic elements in common. One such element, which has yet to be theoretically understood in depth, is belonging. The notion of belonging seems rather simple. After all, Maslow (1970) might argue that we all have an innate desire to be accepted and to feel a part of a community. McClelland (1987) may go a step further and suggest that socialization influences and personal growth may constitute feelings of belonging, and Herzber et al. (1959) may assert that recognition and interpersonal relationships may drive whether or not one feels as if they belong. Thus arises the complexity of belonging, a notion which, at first glance, appears familiar and simple, but upon deeper inspection, reveals itself to be a complex, multidimensional variable.

As belonging emerges in several ways within motivation theory, so does it emerge within organizational theory. Social identity theory, which has historically been used to predict how

individuals perceive themselves as individuals or group members in organizational settings, is, in essence, centered around how much one feels they belong to a specified group (Hogg et al., 1995). Similarly, organizational identification, which is the extent to which employees perceive that they are in oneness with their organization, includes belonging as an integral dimension in its' theoretical make up (Knapp et al., 2014). Furthermore, the definition of affective commitment itself involves employees experiencing such deep levels of emotional attachment and identity within their organization, that they feel they belong within (Allen & Meyer, 1990). Finally, workplace inclusivity, a topic that has garnered heavier attention over the last several years, is entirely involved with ensuring that all employees experience a sense of social belonging and community (Otten & Jansen, 2015).

All in all, belonging seems to be interwoven into several aspects of the relationship between employees and their organizations, though the literature has yet to develop a theoretical understanding of its dimensions and effects. For this reason, historically, studies centered on organizational belonging have been focused on defining what exactly constitutes it. Researchers from Universities in Minnesota conducted a phenomenological study in 2008, which sought to understand how exactly humans experience a feeling of belonging at work (McClure & Brown, 2008). From this study emerged six distinct themes, which constituted the structure of belonging in the sample. The first theme was titled “Being invited and learning to be a part of a workplace”, and it involved the need of participants to feel socially accepted as they came into their position as a new employee. The second theme, “connecting with colleagues and wanting to be included”, involved socializing and communicating with others, and enjoying each other’s company while working. This theme included ritual behaviors, such as going out to breakfast with coworkers on

a regular basis, and ultimately led to employees feeling “at home” within their organization. The third theme, “doing work and being recognized”, contained descriptions of work tasks related to belonging, specifically, the ability of employees to give feedback on, and help to contribute to, the process in which tasks were completed. The fourth theme, “natural selection at work, competing and being excluded”, represented a lack of belonging. Whether through ineffective management practices, competitions between employees, or problematic interventions, this theme described a variety of ways in which belonging at the workplace decreased. While complex, the reported decrease of belonging, provides evidence that belonging had at one point existed, thus establishing support for belonging. The fifth theme, “being needed and finding myself deeply involved in my profession”, was comprised of individual’s feelings of connection to, passion for, and engagement within their profession. It was found that participants who experienced this theme of belonging were more likely to focus on development and actualization within their profession, and tended to report feelings of finding a deeper, more profound meaning within their work. The final theme, “reflecting on time, work and people passing” described the way that employees connected with and learned about one another through their time working together. Individuals who worked with others to complete team tasks successfully reported that the social interaction and variety associated with their work environment actually encouraged them to commit more to the task at hand and helped them to develop behaviors that they stated were helpful in other aspects of their lives, outside of work.

While deeply profound, from a functional perspective, it is outside of reasonable expectations to assert that an organization must provide their employees with the ability to discover themselves in their work, in order to increase belonging levels. However, McClure and

Brown (2008) also found that belonging is greatly enhanced by social connections within groups at work, and by broadly finding meaning within one's work. These variables, social environment and meaningful work, are ones which organizations can, with relative ease, alter, enhance, or at the very least, encourage. As such, McClure and Brown's (2008) study provides organizations with somewhat of a blueprint to understanding what constitutes belonging at work, and thus, how to enhance it. However, the lingering question remains: why does it matter? Do we know for certain that belonging increases job satisfaction, employee engagement, commitment, or intention to stay within a workplace? If not, then why would organizations invest time and resources into enhancing a variable that is so minimally understood in comparison to others that are more conventionally relied upon and well-studied, such as job characteristics perceptions? Thus lies the purpose of this investigation; to discover how belonging affects employee engagement, and thus organizational commitment and intention to stay.

Though belonging has not been overly studied, there are some publications which do provide enough insight into the variable to develop a theoretical framework of the relationship of belonging to other work-related variables. Merriman (2010) conducted a study on the relationship between belonging and organizational variables as their doctoral thesis. The study aimed to understand how adjunct faculty's organizational sense of belonging impacted their affective commitment to the organization. The results of Merriman's study revealed a significant positive linear relationship between organizational sense of belonging and affective commitment, such that as one variable increases, so does another. However, the study did not include regression analysis, as the researcher did not feel that either variable could be conclusively categorized as a predictor or criterion (Merriman, 2010). As such, while insightful, this study

does not provide an all-encompassing understanding of the relationships between affective commitment and belonging.

A similar study conducted by Dávila and Jiménez Garcia in 2012 sought out to analyze overlap between organizational identification and commitment through evaluating the differences between organizational sense of belonging and affective commitment. The purpose of the study was to ensure that organizational sense of belonging and affective commitment are two different constructs, with each measuring a unique variable. By conducting a discriminant validity study, the researchers found that organizational sense of belonging and affective commitment are distinct from one another, and that the relationship between the two was positive and statistically significant. Furthermore, it was found that each variable had a unique relationship with other organizational variables, such as organizational citizenship behaviors and intention to stay within an organization. For example, though both variables were found to be strongly positive correlated to organizational citizenship behaviors, it was found that such behaviors aimed at the organization were more strongly correlated with affective commitment than organizational sense of belonging. Alternatively, organizational citizenship behaviors that were aimed at individuals within the organization were more positively correlated to organizational sense of belonging than affective commitment.

These studies suggest that belonging is a distinct variable, with a significant positive relationship to affective commitment, however the actual dimensions of what constitutes belonging remains unclear. Perhaps, in simple terms, belonging is a feeling, which can come about from a variety of different mediums and situations. This idea is supported by a recent qualitative study, which sought to investigate how employees interpret belonging at their

workplace, and its relationship to other aspects of where, how, and when the workplace functions (Filstad et al., 2019). Through having participants provide photos and text that they felt was representative of belonging at work, researchers found that belonging is heavily integrated within social interactions in the workplace, as well as emotions, aesthetics, and materiality. While broad, thematic analysis found that all experiences of belonging, regardless of medium, had to do with becoming part of something, engaging, and being among equals across organizational boundaries (Filstad et al., 2019).

Although various conceptualizations of belonging exist, this study adopts the definition of belonging provided by Anant (1966), which states that belonging is a “sense of personal involvement in a system, such that a person feels they are an essential and integral part of that system”. This definition was used to design Hagerty and Patusky’s 1995 Sense of Belonging Index, which will be used in this study, and is one of the most used and well-validated belonging metrics available.

*H1. Participants with greater organizational belonging scores will have greater affective commitment scores.*

### **Organizational Sense of Belonging and Engagement**

Recently, the literature on belonging has shifted towards determining how it may interact with other organizational variables. Often, the methodology used for such studies involve a survey of belonging, typically developed by the researchers themselves. One such study, conducted by researchers in 2017, sought out to highlight the relationship between feelings of organizational belonging and burnout in hospital workers (Coissard et al., 2017). A unidimensional measure of belonging was created, which was sent out alongside a measure of

burnout and a job content questionnaire. The results of the study showed that belonging predicted all variables measured through its' mediating role between quality of workplace relationships and other workplace wellbeing measures, such that researchers stated that increasing organizational belonging can prevent suffering and/or burnout at work (Coissard et al., 2017). Tabatabaee et al., (2016) also found organizational belonging to have a positive significant correlation with several other organizational factors, including innovation, leadership, coordination, managerial support, and responsibility (Tabatabaee et al., 2016). As such, it is evident that belonging can have a positive effect on several organizational factors.

In academic research, belonging has also been found to provide positive benefits, including being a driver of student engagement (Masika & Jones, 2016; Wilson et al., 2018). Though this relationship has not yet been tested in organizational research, the literary understanding that engagement can lead to positive organizational outcomes, and the consistently proven relationship between belonging and engagement in academic spaces, leads the researcher in the current study to propose that greater belonging scores will lead to an increase in employee engagement scores.

*H2. Participants with greater belonging scores will have greater employee engagement scores.*

## **Employee Engagement**

As mentioned, belonging has been found to be a driving factor in student engagement (Masika & Jones, 2016; Wilson et al., 2018). However, while employee engagement is a very commonly studied topic in business and psychological fields alike, little studies have been conducted to determine what the relationship may be between organizational belonging and

employee engagement. Harter et al. (2002) defines engagement as the employee's "involvement and satisfaction with as well as enthusiasm for work". Employees who are engaged are more likely to be enthusiastic about their work, more involved, and are more willing to invest their energy into their work, thus producing higher performance (Mani, 2011). A meta-analysis conducted in 2007 provided an excellent overview of drivers of work engagement, a subdimension of employee engagement, as well as work engagement outcomes (Christian et al., 2011). Through systematic review it was determined that work engagement is significantly related to task performance as well as contextual performance, indicating that work engagement is an important predictor of employee's overall performance (Christian et al., 2011). However, the extent of the benefits of employee engagement also carry over into job attitudes, more specifically, organizational commitment.

### **Job Attitudes**

Job attitudes, perhaps one of the most studied constructs in organizational research, is comprised of the following variables: job satisfaction, affective commitment, and turnover intentions (Ng & Sorensen, 2008). Job satisfaction, while often defined in a variety of ways, broadly consists of one's appraisals about their job experience (Locke, 1976). As one may assume, job satisfaction can lead to a multitude of positive organizational outcomes, such as increased job performance (Davar & RanjuBala, 2012), intention to stay at the organization (Ali, 2007) and organizational citizenship behaviors (Zeinabadi, 2010), which are voluntary behaviors performed by employees that are not officially recognized in a formal review system, but nonetheless contribute positively to the overall health of the organization (Organ, 1988). While similar, job satisfaction and affective commitment have been described as having a different



target (Harrison et al., 2006). Affective commitment, a specific form of commitment identified by Allen and Meyer (1990), refers to an employee's emotional attachment to their organization, and agreement with the organization's vision, goals, and ideology, such that they feel they belong within the organization. As such, job satisfaction targets the satisfaction one has with their position or role, whereas affective commitment targets one's satisfaction, or rather, their feelings of belonging to, one's organization as a whole (Harrison et al., 2006). Affective commitment is perhaps the most ideal form of commitment an employee can have, from a functional organizational perspective, as it has been found to increase employee's involvement in organization activities, their willingness to pursue organizational goals, and their desire to remain within the organization due to emotional attachments to it (Rhoades & Eisenberger, 2001). As such, the combined variables of job satisfaction, affective commitment, and turnover intentions have drawn heavy research attention, as they relate to various positive employee outcomes and ultimately contribute positively to the organization.

### **Organizational Commitment and Intention to Stay**

As job attitudes has become a focal point of organizational psychology research, studies have been completed to determine what variables may predict different attitudes. Several studies have shown organizational commitment as a broad construct to be negatively related to employee turnover, meaning that higher commitment levels lead to a stronger intention to stay within an organization (Cesário & Chambel, 2017). Organizational commitment has been conceptualized in many different ways, with the overall literary findings suggesting that it is a multidimensional construct. As such, the current study assumes organizational commitment to be multidimensional. Perhaps the most accepted conceptualizations of organizational commitment

is Allen and Meyer's (1990) three-component model of commitment, which theorizes that organizational commitment is comprised of three components: affective, continuance, and normative. Affective commitment, a job attitude, refers to employees who stay at an organization because, simply put, they want to, due to strong emotional ties and feelings of belonging within the organization (Allen & Meyer, 1990). Continuance commitment refers to employees who stay within an organization because they feel that they must, due to logistical or practical factors, and normative commitment refers to employees who stay within an organization because they feel that they ought to, out of a sense of duty and/or responsibility (Allen & Meyer, 1990). As such, the current study proposes that affective commitment will provide a mediating effect between organizational belonging and intention to stay.

### **Employee Engagement and Affective Commitment**

While it is widely understood that employee engagement and commitment are positively related to one another, the exact relationship between the two variables has been conceptualized in different ways over the past several decades. Maslach et al., (2001) considers engagement to be a mediator between work conditions and outcomes, including commitment. Additionally, researchers Schaufelli and Salanova (2007) found that as work engagement increases, the level of organizational commitment increases, supporting Maslach et al.'s (2001) conceptualization. Employee engagement has also been found to mediate the relationship between job-related factors and organizational commitment and intention to stay (Aninidita & Seda, 2018; Saks, 2006). In other words, an employee's commitment to their organization may predict their intentions to stay through the transmission of that commitment via their levels of engagement. Furthermore, Saks (2006) found employee engagement to be a mediator of job antecedents, such

as job characteristics, organizational support, and recognition, and organizational commitment and intention to quit. This provides further evidence to suggest that employee engagement is a crucial factor in understanding how employees respond to their working environments, and ultimately, their decision to stay or leave their organization. Andrew and Sofian (2012) provided more insight to the field on the mediating power of engagement by conducting a study in which it was found that employee engagement mediated between communication, development, and co-employee support, and organizational commitment and turnover intentions. This suggests that employees with higher levels of engagement are more likely to be committed and ultimately less likely to turnover, due to engagement's mediating role in a variety of relationships. While not entirely surprising that commitment and intention to stay are related, the role of engagement as mediating the relationship between a variety of variables which, in turn, lead to commitment and intention to stay, showcases how important engagement is in reducing turnover.

### **Proposed Mediation**

The literary understanding of employee engagement supports the notion that it is positively related to organizational commitment, specifically, affective commitment. Knowing that employee engagement has historically been found to have indirect effects on commitment, the current study proposes that employee engagement mediates the relationship between organizational belonging and affective commitment.

*H3. Employee engagement mediates the relationship between organizational belonging and affective commitment such that when employee engagement is assessed, the direct relationship between belonging and affective commitment is reduced.*

Based on the reported findings in the literature, it is evident that both sense of belonging and affective commitment are directly and positively related to intention to stay. Furthermore, the literature on the topics support that they are separate variables. As such, the researcher in the current study proposes that organizational belonging leads to intention to stay through the mediating effect of affective commitment.

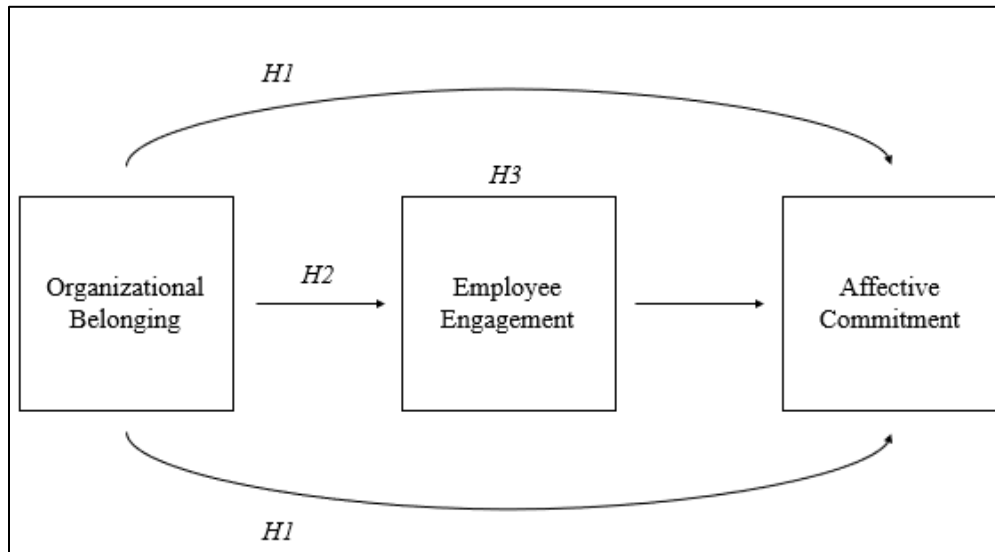
*H4. Affective commitment mediates the relationship between organizational belonging and intention to stay such that when affective commitment is assessed, the direct relationship between belonging and intention to stay is reduced.*

### **Overview of Current Study**

In the current study, participants gathered from mTurk were surveyed in order to better understand the relationships between employees' organizational belonging, employee engagement, affective commitment, and intentions to stay. Correlational analysis was used to determine the direction and magnitude of the relationships between all variables, and multiple regression analyses provided clarity into the mediating effects between variables. Models depicting the proposed hypotheses and relationships between variables are provided in Figures 1 and 2.

**Figure 1**

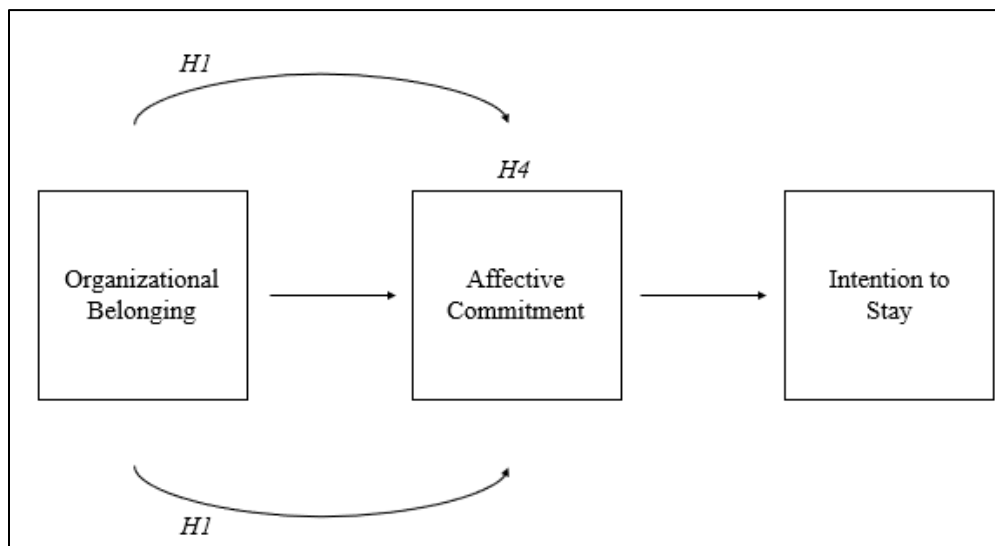
*Proposed Model of Relationships Between Variables in Study (H1 – H3)*



*Note:* The model included in Figure 1 will not be assessed using path analysis. Rather, separate regression analyses will be used to test each hypothesis included in the model.

**Figure 2**

*Proposed Model of Relationships Between Variables in Study (H1 & H4)*



*Note:* The model included in Figure 2 will not be assessed using path analysis. Rather, separate regression analyses will be used to test each hypothesis included in the model.

## Chapter 3: Methods

### Participants

Participants in the study consisted of 101 full-time employees in the US (50 male, 51 female), with all participants being sourced from mTurk. Power analysis was conducted to ensure that the sample size was sufficient to provide significant results, the full results of which can be found in Appendix B. A power analysis for Mediation Model 2, which is used to test hypotheses 3 and 4, showed that a sample size of 114 would be ideal to retain enough power to achieve significant results. As such, it ought to be noted that the sample size is slightly smaller than the recommended size for this power analysis ( $n = 101$ ), meaning that it may be harder to achieve significant results in these hypotheses. However, the sample size is still sufficient to perform all proposed analyses and to draw inferences from the findings.

### *Eligibility*

To ensure that all respondents were full-time employees, qualifiers were purchased from mTurk, which allowed the survey to only be shown to full-time employees in the US. Additionally, demographic questions were included in the beginning of the survey, which allowed participants who did not select “full-time” employment and “US” as place of residence to be routed away from the study, as they did not meet the eligibility requirements. This second measure was used to further ensure that responses were only collected from eligible participants.

A second qualifier was purchased from mTurk, ensuring that as many participants as possible were mTurk Masters, meaning that they are premium respondents who consistently perform in a satisfactory manner (Amazon Mechanical Turk, 2016). A Masters qualification is only given to a select group of eligible mTurk users who have proven themselves to be high-

quality respondents based on mTurks' statistical model which analyzes the submission history of each user and identifies Masters to be individuals who consistently provide high quality results. Since there were not enough Masters respondents to satisfy the entire sample size several attention checks were integrated into the survey to ensure the quality of responses.

### ***Validation***

In order to ensure the quality of participants, five attention checks were added into the measure to validate each response, based on best practice recommendations from a variety of researchers and professionals (Cheung et al., 2017; Geisen, 2022; Kees et al., 2017).

The five types of checks included the following: 1) Asking participants to commit to providing high quality, thoughtful responses, as has been found to positively predict response quality (Geisen, 2022). 2) A qualitative question, which asked respondents to type in a specific word, as to check for attention and bots (Kees et al., 2017), 3 & 4: two Likert-item validation questions, which were each added into separate measures of the survey, as to check for participants attention (Kees et al., 2017). The items used were selected based on a study which found them to be useful in assessing the attention of US survey participants (Geisen, 2022) and included "*I have never heard of Facebook*" and "*Barack Obama was the first president of the United States*". Participants who did not select "Strongly disagree" for either item were considered to have failed the attention check. The decision to only accept responses that stated "Strongly disagree" was made based on best practices in the literature discussed. This is because given the nature of mTurk data, it is considered best to take the most conservative approach possible as to ensure that the data analyzed is of the upmost quality. 5) A question which presented several options as to what the study was about, including the topic of organizational

belonging. Participants were asked to select “None of the above”, therefore the incorrect response to the question, to show that they were paying attention and reading instructions clearly, as has been found to be a useful attention checking practice (Cheung et al., 2017). Respondents who failed any one or more of the five attention checks were removed from analyses and their data deleted. Furthermore, a qualitative item was added to the survey, which asked respondents who worked partially or fully remotely to describe how their organization increases their sense of belonging over a hybrid or completely virtual working environment. Responses were not used in analysis but were assessed to identify any responses which seemed to be completed by bots, of which, all suspicious responses were deleted.

### ***Demographic Information***

The survey included questions assessing demographic information including gender, education level, tenure, industry field, ethnicity, and employment type. Appendix A shows the entire demographic questionnaire, including demographic variables, question asked, and answers participants will select from.

In order to ensure that there is adequate representation in the sample, the study was sent out in two separate batches, one which was only visible to males, and one which was only visible to females. To assess gender identity in addition to sex, there was a question which asked participants to share how they identified. This tactic was used to ensure that the data collected was a representative sample from a sex perspective, while also allowing for gender differences to be assessed.



## Measures

### *Sense of Belonging Index (Hagerty & Patusky, 1995)*

Given the review of the literature, the present study assumes that belonging is a multidimensional, phenomenological construct. As such, an adaption of Hagerty and Patusky's 1995 Sense of Belonging Index (SOBI) ( $\alpha = .77$ , Dávila & Jiménez Garcia, 2012) was utilized, due to its' consistently proven validity and reliability across several studies. The adapted measure includes all items, which were rephrased to reflect organizational-related context. The SOBI consists of 32 items; 18 of which measure the psychological state of experiencing a sense of belonging (SOBI-P) and 14 items which measure precursors of sense of belonging (SOBI-A). All items were measured on a scale from 1 (Strongly disagree) to 4 (Strongly agree). The SOBI-P includes two dimensions; examination of fit and value of involvement. Example adapted items from the SOBI-P include "I generally feel that my coworkers accept me" and "I am not sure that I fit in with my coworkers". The SOBI-A includes the following three dimensions: energy for involvement, potential and desire for meaningful involvement, and potential for shared or complementary characteristics. Example adapted items from the SOBI-A include "It is important to me that I am valued and accepted by my coworkers", "I want to be a part of things going on around me at my workplace", and "I fit into my workplace". The entirety of the new measure can be found in Appendix A.

### *Three Component Model of Organizational Commitment (Meyer & Allen, 1991)*

Meyer and Allen's (1991) revised three component model of organizational commitment was used to measure affective ( $\alpha = .85$ , Jaros, 1997), continuous ( $\alpha = .75$ , Jaros, 1997), and normative commitment ( $\alpha = .72$ , Jaros, 1997). The measure includes 18 items total, with six

items per component. The measure is on a scale of 1 “Strongly disagree” to 5 “Strongly agree” and includes items such as “I really feel as if this organization’s problems are my own”, “Too much of my life would be disrupted if I decided I wanted to leave my organization now”, and “I would feel guilty if I left my organization now”. For the purpose of this study, only the affective commitment dimension was included in analyses. However, the entire measure, including continuous and normative commitment was employed for the purpose of future analysis. The measure can be found in Appendix A.

### ***Job and Organization Engagement (Saks, 2006)***

In order to measure employee engagement Saks (2006) job engagement and organization engagement scales were employed. Combining both scales yields a variable which is referred to as “employee engagement”. The use of both scales allowed for variability amongst each dimension of engagement to be identified. Saks’ job engagement scale ( $\alpha = .82$ , Saks, 2006) is comprised of five items, on a scale of 1 = “Strongly disagree” to 5 = “Strongly agree”. The organization engagement scale ( $\alpha = .90$ , Saks, 2006) is comprised of six items on a scale from 1 = “Strongly disagree” to 5 = “Strongly agree”. Example items from the job and organization measure, respectively, include “I really ‘throw’ myself into my job” and “I am highly engaged in my organization”. The entirety of the measure can be found in Appendix A.

### ***Turnover Intention Scale (Roodt, 2004)***

Roodt’s 2004 revised Turnover Intention Scale (TIS-6) ( $\alpha = .80$ , Bothma & Roodt, 2013) was used to measure intentions to stay at ones’ organization within the sample. The measure is on a Likert scale in which 1 = “Never/Highly unlikely” and 5 = “Always/Highly likely”, depending on the context of the question. The TIS-6 is comprised of six items which measure

employee's turnover intentions, with high scores indicating a high likelihood of turnover, and low scores indicating a low likelihood of turnover, thus high intention to stay. Example items include "How often have you considered leaving your job?" and "How often do you look forward to another day at work?" The entirety of the measure can be found in Appendix A.

## Chapter 4: Results

### **Data Cleaning**

Prior to conducting any analyses, the data in the study was carefully inspected and cleaned to identify and correct any errors or inconsistencies. Data cleaning procedures were conducted using SPSS version 28.0.

### ***Missing Values***

First, the data was checked for missing values. There were no missing values in the variables of interest, nor were there any missing values in demographic information. As such, there was no need to conduct any missing values correctional procedures.

### ***Quality Checks***

Next, the data were assessed for quality using the questions that were integrated to check participants level of attention and thoughtfulness in their responses, as previously described. Participants who did not answer properly on any one of the five quality checks were deleted from analysis, and their responses were eliminated entirely from the dataset. Furthermore, each participant was provided with two unique IDs; one from the survey itself, and one from their mTurk account. Both ID fields were assessed to ensure that there were no duplicate responses in the data set. In total, 174 responses were found to be either duplicate responses or to have failed at least one quality check, per the conservative approach used. As such, the remaining sample size retained was 101.

### ***Outliers***

Next, the data were examined for outliers. Although nine outliers were identified, it was ultimately decided that they should be included in data analysis. This decision was made due to

the nature of the data and after evaluating each case to determine if the outlier seemed to indicate bias or errors. Ultimately, no evidence was found to suggest that bias or errors were present in the data, and additionally, the use of Ordinal, Likert-type data provides a natural floor and ceiling of possible scores, meaning that outliers did not reflect scoring out of range on a given question. Finally, the removal of outliers could oversimplify the data and as such, result in the loss of important information. For these reasons, outliers were retained for the purpose of data analysis.

### *Skewness and Kurtosis*

Upon obtaining descriptive statistics, skewness and kurtosis were evaluated using the z-test method (Kim, 2013). Through this analysis, 13 total items were identified to have moderate skewness, while no items had kurtosis problems. Items which exhibited skewness were further analyzed and it was deemed best to not transform skewed data. This is because some skewness is to be expected given the nature of the data, which is entirely self-reports. As such, there is not concern that the data itself is invalid or incorrect. Additionally, since no data was severely skewed, there is not a concern that the skewness may affect accuracy or reliability of statistical analyses.

### *Normality*

Finally, the data were checked for normality of distribution. The variables of interest, organizational belonging, organizational commitment, employee engagement, and intention to stay, were found to be approximately normally distributed. However, organizational belonging was found to be slightly positively skewed, due to one of the underlying factors, SOBI-P, being positively skewed. Although some skewness can be alarming, it was determined that the measurement of organizational belonging may not be significantly affected by the slight positive

skewness observed in the distribution. This is because the deviation from normality is relatively small, meaning that the effect on the mean and other statistical parameters is likely to be minimal. Additionally, organizational belonging is a complex construct that may not be perfectly captured by a normal distribution, and the skewness observed in the data may reflect the natural variation in individuals' experiences of belonging to an organization.

In summary, data cleaning procedures were conducted to ensure the accuracy and integrity of the data. No missing data was identified from the variables of interest, outliers were retained after careful examination, quality of responses was ensured, data entry errors and inconsistencies were not identified, and normality of distribution was assessed. These procedures were necessary to ensure that the subsequent analyses were based on valid, high-quality data.

### **Descriptive Statistics**

Descriptive statistics were calculated to examine the distribution and central tendency of the variables included in the study. The means, standard deviations, ranges, and frequencies of the variables are presented in Appendix C. The sample consisted of 101 full-time employees who were American citizens residing in the US. Tenure within the sample ranged from less than 1 year to over 15 years, with 37% of respondents having tenure of between 3-5 years ( $n = 37$ ). Sex was evenly dispersed, as well as gender, with 51 female participants, 50 male participants, and no participants who selected the option to self-identify another gender identity. The sample included mainly White/Caucasian respondents, who made up 85% of the sample ( $n = 86$ ), followed by Black/African American respondents accounting for 8% ( $n = 8$ ), Asian and Hispanic accounting for 3% each ( $n = 3$ ,  $n = 3$ , respectively), and one participant who identified as "other" ( $n = 1$ ). In regard to highest level of education completed, the majority of participants (59%) had

completed a Bachelor's degree ( $n = 59$ , 25%) of respondents had completed a Graduate degree ( $n = 25$ ), 10% had completed high school ( $n = 10$ ), and 7% had completed a trade school program ( $n = 7$ ). The most commonly reported industry that participants were employed in was information services ( $n = 24$ , 24%), followed by finance ( $n = 20$ , 20%), health care ( $n = 8$ , 8%), entertainment ( $n = 7$ , 7%), food services ( $n = 7$ , 7%), education ( $n = 5$ , 5%), data processing ( $n = 3$ , 3%), utilities ( $n = 3$ , 3%), agriculture ( $n = 2$ , 2%), hotel services ( $n = 2$ , 2%) legal services ( $n = 1$ , 1%), and military ( $n = 1$ , 1%) . 17% of respondents selected "other" as their industry ( $n = 17$ ) and 1% preferred not to say ( $n = 1$ ). 69% of the participants worked remotely at least some of the time ( $n = 69$ ), with 32% working fully in-person ( $n = 32$ ).

The mean score of SOBI-P, the first of two dimensions in the SOBI measure was 3.11 ( $SD = 0.69$ ) and the distribution was approximately normal with skewness of -0.35 and kurtosis of -0.70. The second dimension of the SOBI measure, SOBI-A, had a mean score of 3.06 ( $SD = 0.41$ ) and the distribution was approximately normal with skewness of -0.57 and kurtosis of -0.14). The combined mean of the SOBI measure was 3.09 ( $SD = 0.48$ ) and the distribution was approximately normal with skewness of -0.24 and kurtosis of -0.64.

The second variable of interest in the study, affective commitment, had a mean score of 3.67 ( $SD = 0.92$ ) and had an approximately normal distribution with skewness of -0.72 and kurtosis of 0.23. The third variable of interest in the study, employee engagement, was assessed using two dimensions, job and organizational engagement. Job engagement was found to have a mean score of 3.67 ( $SD = 0.74$ ) and the distribution was approximately normal with skewness of -0.39 and kurtosis of 0.45. The second dimension, organizational engagement, had a mean score of 3.50 ( $SD = 0.88$ ) and was approximately normally distributed with skewness of -0.74 and

kurtosis of 0.34. The combined measure of employee engagement had a mean score of 3.57 ( $SD = 0.72$ ) and the distribution was approximately normal with skewness of -0.64 and kurtosis of 0.56. The final variable of interest in the study, intention to stay, had a mean score of 3.50 ( $SD = 0.74$ ) and was approximately normally distributed with skewness of -0.51 and kurtosis of 0.33.

### **Reliability**

The internal consistency reliability of each measure and applicable subdimensions of measures was assessed using Cronbach's alpha coefficient (Peterson, 1994). Cronbach's alpha is a commonly used reliability coefficient that measures the degree to which the items within a measure are intercorrelated and provides an estimate of the extent to which the measure is reliable and consistent (Peterson, 1994). The industry standard cut-off for satisfactory reliability when using Cronbach's alpha is 0.70 (Peterson, 1994). As such, 0.70 was used as the minimum score needed to suggest that a measure was reliable.

The reliability coefficients for each subscale are presented in Appendix C, along with correlations for each subscale. Overall, the measures demonstrated good to excellent internal consistency reliability, as indicated by the alpha coefficients ranging from .70 to .96 (Nunnally & Bernstein, 1994). Specifically, the SOBI had an alpha coefficient of .96 for the SOBI-P and .86 for SOBI-A, with the combined measure yielding an alpha coefficient of .78. The affective commitment subscale had an alpha coefficient of .87, and the turnover intention scale had an alpha coefficient of .70. The employee engagement measure had a combined alpha coefficient of .87 with the subdimensions of job and organizational engagement yielding coefficients of .70



and .88, respectively. As such, each measure and subdimension of measures met the minimum requirements for reliability.

### **Correlations**

Correlations were obtained between each measure and subdimension of interest in the study. The complete correlational analysis results can be found in Appendix C. Both subscales of the organizational belonging measure were found to have significant moderate positive relationships with affective commitment. However, antecedents of belonging had a slightly stronger relationship with affective commitment than the psychological state of belonging, ( $r = .587, p < .001$  &  $r = .490, p < .001$ , respectively). Affective commitment was also found to have a significant moderate positive relationship with employee engagement ( $r = .564, p < .001$ ), with the strongest relationship being between affective commitment and the organizational engagement subdimension of the engagement scale ( $r = .772, p < .001$ ). Between all variables of interest, intention to stay was had the strongest relationship with sense of belonging, with a significant strong positive correlation ( $r = .643, p < .001$ ). Overall, correlational analysis supported the suspected relationships between all variables of interest within the study. Multicollinearity was assessed and was determined to not be present based on variability of correlations across all variables. The only variables with exhibit a correlation of above 0.70 are variables which are subdimensions of the same scales, meaning that high correlations are to be expected, and will not be a concern in terms of data analysis.

## Hypothesis Testing via Inferential Statistics

### *Hypothesis 1 & 2: Regression Analysis*

Regression analysis was used to examine the relationship between the predictor variable (organizational belonging) and the outcome variables (affective commitment and employee engagement) in hypothesis 1 and 2. The entire results of each analysis can be found in Appendix D.

**H1. Participants with Greater Organizational Belonging Scores will have Greater Affective Commitment Scores.** Hypothesis 1 predicted that participants with greater organizational belonging scores will have greater affective commitment scores. This hypothesis was assessed using a 3-Step hierarchical linear regression model. In Step 1, ethnicity, sex, tenure, and education were added to control for variance in demographics. In step 2, SOBI-P scores were entered as a predictor variable. In Step 3, SOBI-A scores were entered as an additional predictor variable. Entering the dimensions of the SOBI in separate steps allowed for the unique relationships between each dimension and the outcome variable to be assessed.

In Step 1, demographics alone accounted for 16% of variance in commitment scores and were a significant predictor ( $R^2 = .16$ ,  $F(4,96) = 4.61$ ,  $p = .002$ ). Upon adding SOBI-P into the model, variance accounted for increased to 34%, which was a significant finding ( $R^2 = .34$ ,  $F(5,95) = 9.73$ ,  $p < .001$ ). Additionally, each increase in one unit of SOBI-P accounting for an increase of over half a point in affective commitment ( $\beta = .62$ ,  $t(95) = 5.05$ ,  $p < .001$ ). Upon adding SOBI-A into the model in step 3, it was discovered that SOBI-A also was a significant predictor of affective commitment, accounting for 14% of variance alone and leading to the entire model accounting for 48% of variance in affective commitment scores

( $R^2 = .48$ ,  $R^2\Delta = .14$ ,  $F(6,94) = 14.33$ ,  $p < .001$ ). For every increase in one unit of SOBI-A, it was discovered that affective commitment scores increased by almost a full point ( $\beta = .94$ ,  $t(94) = 5.01$ ,  $p < .001$ ). Overall, the regression model accounted for 48% of variance in affective commitment scores, which was a statistically significant finding ( $R^2 = .48$ ,  $F(6,94) = 14.33$ ,  $p < .001$ ). These results suggest that employees who experience higher levels of organizational belonging are more likely to also experience higher levels of affective commitment. Given this information, it is determined that the relationships between organizational belonging and affective commitment is significant, and thus unlikely to have occurred by chance. As such, we reject the null hypothesis and conclude that hypothesis 1 in this study is supported.

**H2. Participants with Greater Belonging Scores will have Greater Employee Engagement Scores.** Hypothesis 2 predicted that participants with greater organizational belonging scores will have greater engagement scores. This hypothesis was assessed using a 3-Step hierarchical linear regression model. In Step 1, ethnicity, sex, tenure, and education were added to control for variance in demographics. In step 2, SOBI-P scores were entered as a predictor variable. In Step 3, SOBI-A scores were entered as an additional predictor variable. Entering the dimensions of the SOBI in separate steps allowed for the unique relationships between each dimension and the outcome variable to be assessed.

In Step 1, demographics alone accounted for 7% of variance in commitment scores, which was not a significant finding ( $R^2 = .07$ ,  $F(4,96) = 4.61$ ,  $p = .002$ ). Upon the addition of SOBI-P, the variance accounted for in the model increased to 15%, which was a statistically significant finding ( $R^2 = .15$ ,  $R^2\Delta = .09$ ,  $F(5,95) = 3.42$ ,  $p = .007$ ). Furthermore, for every increase in one unit of SOBI-P, employee engagement increased by approximately 0.3 units

( $\beta = .34$ ,  $t(95) = 3.11$ ,  $p = .002$ ). In step 3, SOBI-A was added into the model, adding an additional 25% of variance to the equation and was statistically significant ( $R^2 = .40$ ,  $R^2\Delta = .25$ ,  $F(6,94) = 10.56$ ,  $p < .001$ ). For every increase in one unit of SOBI-A, it was determined that employee engagement increased by nearly one point ( $\beta = .99$ ,  $t(94) = 6.27$ ,  $p < .001$ ).

Overall, the regression model accounted for 40% of variance in employee engagement scores, which was a statistically significant finding ( $R^2 = .40$ ,  $F(6,94) = 10.56$ ,  $p < .001$ ). These results suggest that employees who experience higher levels of organizational belonging are more likely to also experience higher levels of employee engagement. Furthermore, antecedents of belonging, including how socially involved employees would like to be at their organization, are slightly better predictors of employee engagement than the actual psychological experience of having organizational belonging. Given this information, it is determined that the relationships between organizational belonging and employee engagement is significant, and thus unlikely to have occurred by chance. As such, we reject the null hypothesis and conclude that hypothesis 2 in this study is supported.

### ***Hypothesis 3 & 4: Mediation Model Analysis***

The purpose of the mediation model analysis was to test hypotheses 3 and 4. Mediation analysis allows for the indirect relationship of a particular variable, the mediator, on the predictor and outcome variables to be assessed. Mediation analysis was performed using regression analysis and Process Hayes Model 4 configuration in SPSS version 28.0.

**H3. Employee Engagement Mediates the Relationship Between Organizational Belonging and Affective Commitment such that When Employee Engagement is Assessed, the Direct Relationship Between Belonging and Affective Commitment is Reduced.**

*Mediation Analysis.* To further examine the indirect effects of organizational belonging on affective commitment through the mediator of employee engagement, a bootstrapping analysis was conducted via Process Hayes in SPSS 28.0 using 5,000 resamples. The results indicated that there was a significant indirect effect of organizational belonging on affective commitment through employee engagement ( $b = .48$ ,  $SE = .15$ ,  $95\% CI = (.23, .80)$ ). This suggests that the relationship between organizational belonging and affective commitment was partially mediated by employee engagement, such that organizational belonging had an indirect effect on affective commitment through its direct effect on employee engagement. The bootstrapped standard error (SE) of the indirect effect was .15, indicating some uncertainty around the size of the effect. The 95% confidence interval (CI) for the indirect effect ranged from .23 to .80, indicating that the true size of the indirect effect could plausibly fall anywhere within that range. Nonetheless, the results suggest that the indirect effect of organizational belonging on affective commitment through the mediation of employee engagement was statistically significant, as the confidence interval did not cross zero. This provides support for hypothesis 3 and evidence for the role of employee engagement as a partial mediator of the relationship between organizational belonging and affective commitment. However, further research is needed to replicate and extend these findings.

**H4. Affective commitment mediates the relationship between organizational belonging and intention to stay such that when affective commitment is assessed, the direct relationship between belonging and intention to stay is reduced.**

*Mediation Analysis.* To further examine the indirect effects of organizational belonging on intention to stay through the mediator of affective commitment, a bootstrapping analysis was

conducted via Process Hayes in SPSS 28.0 using 5,000 resamples. The results indicated that there was a significant indirect effect of organizational belonging on intention to stay through affective commitment ( $b = .28$ ,  $SE = .11$ ,  $95\% \text{ CI} = (.09, .49)$ ). This suggests that the relationship between organizational belonging and intention to stay was partially mediated by affective commitment, such that organizational belonging had an indirect effect on affective commitment through its direct effect on employee engagement. The bootstrapped standard error (SE) of the indirect effect was .11, indicating some uncertainty around the size of the effect. The 95% confidence interval (CI) for the indirect effect ranged from .09 to .49, indicating that the true size of the indirect effect could plausibly fall anywhere within that range. Nonetheless, the results suggest that the indirect effect of organizational belonging on intention to stay through the mediation of affective commitment was statistically significant, as the confidence interval did not cross zero. This provides support for hypothesis 4 and evidence for the role of affective commitment as a partial mediator of the relationship between organizational belonging and intention to stay. However, further research is needed to replicate and extend these findings.

## Chapter 5: Discussion

The present study aimed to investigate the relationship between organizational belonging, affective commitment, employee engagement, and ultimately, employee's intentions to stay within their organization. All hypotheses in the study were supported, demonstrating the importance of organizational belonging as a predictor of various attitudinal outcomes in the workplace. Analysis of the first hypothesis revealed a significant positive relationship between organizational belonging and affective commitment. This finding is consistent with previous research in the area which emphasized that employees' sense of identification and belonging within their organization leads them to have a stronger attachment to the organization itself (Merriman, 2010). The second hypothesis was also supported, as statistical analysis showed that organizational belonging positively and significantly predicts employees' engagement scores. This result is also in alignment with literature on the topic, which supports that employees who experience higher levels of belonging are more likely to be engaged in their workplaces (Coissard et al., 2017; Masika & Jones, 2016; Wilson et al., 2018).

While in both hypotheses 1 and 2 were in alignment with previous research on the topic, this study's unique contribution is the examination of the mediating effect of employee engagement on the relationship between organizational belonging and affective commitment. Results indicate that employee engagement is an important component in developing strong ties between employees and their organization, as it partially mediated employee's feelings of belonging and affective commitment to their respective workplaces. This conclusion is significant as it implies that employees' involvement within their organization is a key factor in increasing their psychological ties and commitment to their workplace.

The study also revealed the significant role of affective commitment in predicting employees' intentions to stay within their organization, partially mediating the relationship between organizational belonging and intentions to stay. These findings suggest that fostering a sense of belonging and commitment within the organization can contribute to employee retention. Therefore, developing strategies to increase employees' sense of belonging can help organizations reduce employee turnover, which can be costly in terms of recruiting and selection resources, as well as expertise lost.

Perhaps one of the most common ways to increase employees' feelings of belonging is through creating a sense of community in the workplace. A recent study found that organizations that fostered a culture of inclusion and belonging had lower levels of employee turnover and higher levels of job satisfaction, in alignment with the implications of this study and previous literature on the topic (Brimhall et al., 2017). To create a sense of community, organizations can use various methods, such as team-building exercises, employee resource groups, and ongoing training to support an inclusive culture. As the field evolves, it has become general best practice to ensure that interventions aimed at increasing inclusion are holistic, proactive, and ongoing, rather than occurring as a resolution for a legal concern, or inconsistently (SIOP, 2023). According to a meta-analysis conducted in 2006, team-building activities can help employees to develop stronger relationships with each other and foster a sense of team spirit, while also increasing efficiency (Klein et al., 2009). Additionally, employee resource groups, which are comprised of groups of employees who share common interests or backgrounds, can also provide a sense of community and belongingness by creating a space for employees to connect with others who share similar experiences or perspectives. A recent study found employee resource



groups to also provide a unique opportunity for employees of a marginalized background to be able to use their collective voice to across various regions, to advocate for their community (McNulty et. al., 2018). Finally, social events such as office parties, happy hours, or charity events can provide opportunities for employees to socialize outside of work and build relationships with colleagues in a more relaxed setting. By implementing these methods, organizations can create a more cohesive workplace culture and increase employee belongingness.

With the rise of remote work, increasing a sense of community and belonging virtually has become a major area of interest in organizational studies. Several studies have found that remote employees can feel isolated and disconnected from their colleagues and organization, which can negatively impact their job satisfaction and productivity (Gajendran & Harrison, 2007; Hickman, 2019; Van Zoonen & Sivunen, 2021). As such, it is increasingly important to ensure that remote workers have a sense of inclusion and belonging in the workplace, lest they be disengaged and more likely to turnover. McKinsey & Co. suggest that open communication between managers and their remote reports on what exactly they need to feel supported socially can be a promising solution for increasing remote employee inclusion (Ellsworth et al., 2020). Additionally, they suggest that organizations consider setting aside time to engage in remote team building exercises, employing mentorship programs, and being intentional about building space for diverse perspectives (Ellsworth et al., 2020).

Using data from the present study and analysis of variance was conducted to assess differences in belonging in partially and fully remote employees, and employees who did not work remotely at all. No significant differences were found within the sample, indicating that

belonging can still exist within partial or fully remote employees to the same extent that it exists in fully in-person employees ( $F(2, 98) = .45, p = .364$ ). The complete results of this analysis can be found in Appendix D. When assessing the qualitative responses of survey participants, it was discovered that several of them stated having regular virtual meetings and social events helped them to feel a sense of belonging, even in a hybrid or fully remote environment. This is in alignment with literature on the topic that supports the use of inclusion and community-building to enhance feelings of belonging within employees.

This study's contribution to the evolving literature on the topic is important as it offers deeper understanding of the relationship between organizational belonging, affective commitment, employee engagement, and intention to stay. The findings of the study are promising from both an academic and application perspective, as the results help to further the expanding knowledge of the effects of organizational belonging while also providing practical implications for organizations and their leaders. The identification of organizational belonging as a significant predictor of affective commitment and employee engagement provides organizational leaders with critical insight into retaining employees and increasing engagement, which is a common goal of management due to the positive benefits associated with having more involved employees (Bailey, 2017; Christian et al., 2011; Harter et al., 2002; Mani, 2011). Policies which create an inclusive organizational culture and prioritize employee engagement, such as increasing employee involvement, development opportunities, and mentoring programs (Knight et al., 2016; Robertson & Cooper, 2010), may all be promising ways to harness the significant power of organizational belonging to increase talent retention. Additionally, by encouraging employee engagement, organizations can develop a sense of community and

belonging that can lead to increased productivity, motivation, and morale among employees (Robertson & Cooper, 2010; Shuck et al., 2011).

### ***Limitations***

The study's results suggest that a comprehensive approach to enhancing belonging which addresses employee engagement and affective commitment as mediators in the relationship between organizational belonging and intentions to stay can lead to better outcomes for organizations. It is important to note, however, that the present study is not without limitations. First, the study employed a cross-sectional design, which limits the ability to draw causality conclusions. Future research should employ longitudinal designs to assess changes in organizational belonging, affective commitment, and intention to stay over time. Secondly, the study relied on self-report measures, which could lead to potential biases in responses. Future research should use multiple sources of data to ensure the validity of the findings. Thirdly, given that the study was employed only to full-time employees in the US, from a variety of industries and organizations, it is hard to assume that these results will be completely generalizable across all industries, regions, and cultures. Given that sense of belonging is an innate psychological state, cultural implications alone may provide great variance in the ways that individuals experience and value belonging, which could lead to different results and predictive ability of organizational belonging should the study be replicated in a different setting. Furthermore, the sample was not ethnically diverse, and as such, does not take into account the perspectives of other ethnicities or nuances across intersectional identities or other marginalized groups. This is important to note as research has shown that individuals from different ethnic and cultural backgrounds may experience different levels of belongingness in the workplace due to factors

such as stereotypes, biases, and microaggressions. Microaggressions refer to subtle, everyday actions and statements that can undermine or exclude individuals from marginalized groups (Sue, 2010). These actions can have cumulative effects, leading to feelings of frustration, anger, and disengagement among targeted individuals and groups. Research has demonstrated the pervasive nature of microaggressions and bias in the workplace, with studies showing that employees who experienced microaggressions at work reported lower levels of job satisfaction and engagement (DeCuir-Gunby & Gunby Jr., 2016; Lekchiri et al., 2019; Sims, 2009). Moreover, bias, whether explicit or implicit, can result in unfair treatment and discrimination in the workplace, further marginalizing communities and undermining activities intended to enhance belonging while simultaneously negatively impacting organizational outcomes.

### ***Conclusion and Future Research***

In conclusion, this study contributes to the growing literature on organizational belonging and its usefulness in predicting affective commitment, employee engagement, and intentions to stay. The results suggest that organizational belonging is a significant predictor of both affective commitment and employee engagement, and that these psychological outcomes mediate the relationship between organizational belonging and affective commitment and intentions to stay, respectively. The findings provide valuable insights for organizations and their leaders seeking to increase employee retention, productivity, and morale by fostering a sense of belonging and commitment among employees. Future research should continue to investigate the multifaceted relationship between organizational belonging and various psychological outcomes in the workplace, using longitudinal designs, multiple sources of data, and increasingly diverse samples. Additionally, the data collected in this study includes qualitative data with anecdotal

evidence of belonging, and demographic data. This data will be used in future studies to assess differences in belonging across various groups.

## References

- Ali, N. (2007). Factors affecting overall job satisfaction and turnover intention. *Journal of Managerial Science*, 2(2), 240-252.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Amazon Mechanical Turk. (2016, July 12). *Simplified masters qualifications*. Medium. <https://blog.mturk.com/simplified-masters-qualifications-137d77647d1c>
- Anant, S. S. (1966). The need to belong. *Canada's Mental Health*, 14, 21-27.
- Andrew, O. C., & Sofian, S. (2012). Individual factors and work outcomes of employee engagement. *Procedia - Social and Behavioral Sciences*, 40, 498-508.
- Anindita, R., & Seda, A. E. (2018). How employee engagement mediates the influence of individual factors toward organizational commitment. *Problems and Perspectives in Management*, 16(1), 276-283.
- Bailey, C., Madden, A., Alferts, K., & Fletcher, F. (2017). The meaning, antecedents, and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19(1), 31-563.
- Bothma, C. F., & Roodt, G. (2013). The validation of the turnover intention scale. *Journal of Human Resource Management*, 11, 1-12.
- Brimhall, K. C., Mor Barak, M. E., Hurlburt, M., McArdle, J. J., Palinkas, L., & Henwood, B. (2017). Increasing workplace inclusion: The promise of leader-member exchange.

*Human Service Organizations: Management, Leadership & Governance*, 41(3), 222-239.

<https://doi.org/10.1080/23303131.2016.1251522>

Cesário, F., & Chambel, M. J. (2017). Linking organizational commitment and work engagement to employee performance. *Knowledge and Process Management*, 24(2), 152-158.

<https://doi.org/10.1002/kpm.1542>

Cheung, J., Burns, D., Sinclair, R., & Sliter, M. (2017). Amazon mechanical turk in organizational psychology: An evaluation and practical recommendations. *Journal of Business Psychology*, 32, 347-361.

Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64, 89-136.

Coissard, F., Ndao, M. L., Gilibert, D., & Banovic, I. (2017). Relationships at work and psychosocial risk: The feeling of belonging as indicator and mediator. *European Review of Applied Psychology*, 67(6), 317-325.

Davar, S. C., & RanjuBala. (2012). Relationship between job satisfaction & job performance: A Meta-analysis. *Indian Journal of Industrial Relations*, 48(2), 290-305.

<http://www.jstor.org/stable/23509839>

Dávila, M. C., & Jiménez García, G. (2012). Organizational identification and commitment: Correlates of sense of belonging and affective commitment. *The Spanish Journal of Psychology*, 15(1), 244-255. [https://doi.org/10.5209/rev\\_sjop.2012.v15.n1.37316](https://doi.org/10.5209/rev_sjop.2012.v15.n1.37316)

- DeCuir-Gunby, J. T., & Gunby Jr., N. W. (2016). Racial microaggressions in the workplace: A critical race analysis of the experiences of African American educators. *Urban Education, 51*(4), 390-414.
- Ellsworth, D., Imose, R., Madner, S., & van den Broek, R. (2020). *Sustaining and strengthening inclusion in our new remote environment*. McKinsey & Company. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/sustaining-and-strengthening-inclusion-in-our-new-remote-environment>
- Filstad, C., Traavik, L. E. M., & Gorli, M. (2019). Belonging at work: The experiences, representations, and meanings of belonging. *Journal of Workplace Learning, 31*(2), 116-142.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology, 92*(6), 1524-1541. <https://doi.org/10.1037/0021-9010.92.6.1524>
- Geisen, E. (2022). *Improve data quality by using a commitment request instead of attention checks*. Qualtrics<sup>XM</sup>. <https://www.qualtrics.com/blog/attention-checks-and-data-quality/>
- Hagerty, B. M., & Patusky, K. (1995). Developing a measure of sense of belonging. *Nursing Research, 44*(1), 9-13.
- Harrison, D. A., Newman, D. A., & Roth, P. L. (2006). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal, 49*(2), 305-325. <https://doi.org/10.5465/amj.2006.20786077>



- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87*, 268-279.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. New York: John Willey & Sons.
- Hickman, A. (2019). *Workplace isolation occurring in remote workers*. Walden University ScholarWorks.
- Hogg, M. A., Terry, D. J., & White, K. M. (1995). A tale of two theories: A critical comparison of identity theory with social identity theory. *Social Psychology Quarterly, 58*(4), 255-269. <https://doi.org/10.2307/2787127>
- Jaros, S. J. (1997). An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions. *Journal of Vocational Behavior, 51*(3), 319-337. <https://doi.org/10.1006/jvbe.1995.1553>
- Kees, J., Berry, C., Burton, S., & Sheehan, K. (2017). An analysis of data quality: Professional panels, student pools, and Amazon's mechanical turk. *Journal of Advertising, 46*(1), 141-155.
- Kim, H.-Y. (2013). Statistical notes for clinical researchers: Assessing Normal Distribution (2) using skewness and Kurtosis. *Restorative Dentistry & Endodontics, 38*(1), 52. <https://doi.org/10.5395/rde.2013.38.1.52>
- Klein, C., DiazGranados, D., Salas, E., Le, H., Burke, C. S., Lyons, R., & Goodwin, G. F. (2009). Does team building work? *Small Group Research, 40*(2), 181-222.

- Knapp, J. R., Smith, B. R., & Sprinkle, T. A. (2014). Clarifying the relational ties of organizational belonging: Understanding the roles of perceived insider status, psychological ownership, and organizational identification. *Journal of Leadership & Organizational Studies*, 21(3), 273-285. <https://doi.org/10.1177/1548051814529826>
- Knight, C., Patterson, M., & Dawson, J. (2016). Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of Organizational Behavior*, 38(6), 792-812. <https://doi.org/10.1002/job.2167>
- Lekchiri, S., Crowder, C., Schnerre, A., & Eversole, B. A. W. (2019). Perceived workplace gender-bias and psychological impact. *European Journal of Training and Development*, 43(3), 339-353.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago: Rand McNally.
- Mani, V. (2011). Analysis of employee engagement and its predictors. *International Journal of Human Resource Studies*, 1, 15-26.
- Masika, R., & Jones, J. (2016). Building student belonging and engagement insights into higher education students' experiences of participation and learning together, *Teaching in Higher Education*, 21(2), 138-150.
- Maslach, C., Schaufelli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422.
- Maslow, A. H. (1970). *Motivation and personality* (2<sup>nd</sup> ed.). New York: Harper & Row.
- McClelland, D. C. (1987). *Human motivation*. Cambridge University Press.

- McClure, J. P., & Brown, J. M. (2008). Belonging at work. *Human Resource Development International, 11*(1), 3-17.
- McNulty, Y., McPhail, R., Inversi, C., Dundon, T., & Nechanska, E. (2018). Employee voice mechanisms for lesbian, gay, bisexual and transgender expatriation: The role of employee-resource groups (ergs) and allies. *The International Journal of Human Resource Management, 29*(5), 829-856. <https://doi.org/10.1080/09585192.2017.1376221>
- Merriman, C. L. (2010). *Adjunct faculty organizational sense of belonging and affective organizational commitment*. (Dissertation), Old Dominion University, Educational Foundations & Leadership.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Ng, T. W. H., & Sorensen, K. L. (2008). Toward a further understanding of the relationships between perceptions of support and work attitudes: A meta-analysis. *Group & Organization Management, 33*(3), 243-268.
- Nunnally, J. C., & Bernstein, I. H. (1994). The assessment of reliability. *Psychometric Theory, 3*, 248-292.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Otten, S., & Jansen, W. S. (2015). Predictors and consequences of exclusion and inclusion at the culturally diverse workplace. In S. Otten, K. van der Zee, & M. B. Brewer (Eds.),

- Towards inclusive organizations: Determinants of successful diversity management at work* (pp. 67-86). Psychology Press.
- Peterson, R. (1994). A meta-analysis of Cronbach's Coefficient Alpha. *Journal of Consumer Research, 21*, 381-91. 10.1086/209405
- Rhoades, L., & Eisenberger, R. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology, 86*(5), 825-836. <https://doi.org/10.1037/0021-9010.86.5.825>
- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: The integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal, 31*(4), 324-336. <https://doi.org/10.1108/01437731011043348>
- Roodt, G. (2004). *Turnover intentions*. Unpublished document. Johannesburg: University of Johannesburg.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement, *Journal of Managerial Psychology, 21*(7), 600-619.
- Schaufeli, W., & Salanova, M. (2007). Work engagement: An emerging psychological concept and its implications for organizations. *Managing Social and Ethical Issues in Organizations, 5*, 135-177.
- Shuck, B., Reio, T. G., & Rocco, T. S. (2011). Employee engagement: An examination of antecedent and outcome variables. *Human Resource Development International, 14*(4), 427-445. <https://doi.org/10.1080/13678868.2011.601587>

- Sims, C. (2009). The impact of African American skin tone bias in the workplace: Implications for critical human resource development. *Online Journal for Workforce Education and Development*, 3(4), 1-17.
- SIOP. (2023). *Diversity, equity, and inclusion*. The Society for Industrial-Organizational Psychology. <https://www.siop.org/Business-Resources/Diversity-Equity-Inclusion>
- Sue, D. W. (2010). *Microaggressions in everyday life: Race, gender, and sexual orientation*. John Wiley & Sons Inc.
- Tabatabaee, S. M., Koochi, A., Ghandhali, A., & Tajik, T. (2016) The study of relationship between organizational culture and organizational belonging in employees of Varamin County Office of Education. *International Education Studies*, 9(5), 183-192.
- Van Zoonen, W., & Sivunen, A. E. (2021). The impact of remote work and mediated communication frequency on isolation and psychological distress. *European Journal of Work and Organizational Psychology*, 31(4), 610-621.  
<https://doi.org/10.1080/1359432x.2021.2002299>
- Wilson, R., Murray, G., & Clarke, B. (2018). The RMIT belonging strategy: Fostering student engagement in higher education. In D. Wache & D. Houston (Eds.), *Research and development in higher education: (Re) valuing higher education*, 41 (pp 257 - 266). Adelaide, Australia, 2-5 July 2018.
- Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior (OCB) of teachers, *Procedia Social and Behavioral Sciences*, 5, 998-1003.

## Appendix A: Measures

### Demographic variables

<b>Variable</b>	Ethnicity
<b>Question</b>	What is your ethnic background?
<b>Categories</b>	<i>White / Caucasian</i>
	<i>Asian</i>
	<i>Hispanic</i>
	<i>African-American</i>
	<i>Native-American</i>
	<i>Mixed race</i>
	<i>Other (including a blank entry field for participant to self-identify)</i>

<b>Variable</b>	Gender identity
<b>Question</b>	How would you describe your gender?
<b>Categories</b>	<i>Male</i>
	<i>Female</i>
	<i>Other (including a blank entry field for participant to self-identify)</i>

<b>Variable</b>	Education
<b>Question</b>	What is the highest level of education you have achieved?
<b>Categories</b>	<i>Master's degree or above</i>
	<i>Bachelor's degree</i>
	<i>Trade school certification</i>
	<i>Highschool</i>
	<i>Other (including a blank entry field for participant to self-identify)</i>

<b>Variable</b>	Employment type
<b>Question</b>	What is your employment status?
<b>Categories</b>	<i>Full-time</i>
	<i>Part-time</i>
	<i>Contract/temporary</i>

<b>Variable</b>	Industry type
<b>Question</b>	In what industry do you currently work?
<b>Categories</b>	<i>Accountancy, banking, or finance</i>
	<i>Business, consultancy, or management</i>
	<i>Charity and/or voluntary work</i>
	<i>Computing and/or IT</i>
	<i>Creative arts or design</i>
	<i>Education</i>
	<i>Energy and/or utilities</i>
	<i>Engineering or manufacturing</i>
	<i>Entertainment</i>
	<i>Environment and/or agriculture</i>
	<i>Food services</i>
	<i>Healthcare</i>
	<i>Hospitality or events</i>
	<i>Law</i>
	<i>Law enforcement and security</i>
	<i>Leisure, sport, and/or tourism</i>
	<i>Marketing, advertising, and/or PR</i>
<i>Media and/or digital</i>	

<i>Military</i>
<i>Property and/or construction</i>
<i>Public serviced and/or administration</i>
<i>Publishing</i>
<i>Recruitment and/or HR</i>
<i>Retail</i>
<i>Sales</i>
<i>Science and/or pharmaceuticals</i>
<i>Social care</i>
<i>Student</i>
<i>Training and/or education</i>
<i>Other (including a blank entry field for participant to self-identify)</i>

<b>Variable</b>	Tenure
<b>Question</b>	How many years have you been with your current organization?
<b>Categories</b>	<i>Less than 1 year</i>
	<i>1-2 years</i>
	<i>3-5 years</i>
	<i>6-9 years</i>
	<i>10-14 years</i>
	<i>15+ years</i>

## SOBI (Hagerty &amp; Patusky, 1995)

<b>SOBI-P</b>	
1.	I often wonder if I really fit in at my organization (R)
2.	I am not sure that I fit in with my coworkers (R)



3.	I would describe myself as a misfit in my workplace (R)
4.	I generally feel that my coworkers accept me
5.	At my workplace, I feel like a piece of a jig-saw puzzle that doesn't fit into the puzzle (R)
6.	I would like to make a difference in my workplace, but I don't feel that what I have to offer is valued (R)
7.	I feel like an outside at my workplace (R)
8.	I am troubled by feeling like I have no place at my workplace (R)
9.	I could disappear from my workplace for days and it wouldn't matter to my coworkers (R)
10.	In general, I don't feel a part of my workplace (R)
11.	I feel like I observe life at my workplace rather than participate in it (R)
12.	If I died tomorrow, very few of my coworkers would come to my funeral (R)
13.	At my workplace, I feel like a square peg trying to fit into a round hole (R)
14.	I don't feel that there is any place where I really fit into my workplace (R)
15.	I am uncomfortable that my background and experiences are so different from my coworker's (R)
16.	I could not see or call my coworkers for days and it wouldn't matter to them (R)
17.	I feel left out at work (R)
18.	I am not valued by my coworkers (R)
<b>SOBI-A</b>	
1.	It is important to me that I am valued and accepted by my coworkers
2.	I feel valued and important to my coworkers
3.	It is important to me that I fit in at my workplace
4.	I have qualities that can be important to my coworkers
5.	I am working on fitting in better at my workplace
6.	I want to be a part of things going on around me at my workplace
7.	It is important to me that my thoughts and opinions are valued at my workplace
8.	Generally, my coworkers recognize my strengths and good points

9.	I fit into my workplace
10.	All of my life I have wanted to feel like I really belonged somewhere
11.	Fitting in with my coworkers matters a great deal to me
12.	I feel badly if my coworkers do not value or accept me
13.	Building relationships with coworkers take too much energy for me (R)
14.	I just don't feel like getting involved with my coworkers (R)

### Three Component Model of Organizational Commitment (Meyer & Allen, 1991)

<b>Affective</b>	
1.	I would be very happy to spend the rest of my career with this organization.
2.	I really feel as if this organization's problems are my own.
3.	I do not feel a strong sense of "belonging" to my organization. (R)
4.	I do not feel "emotionally attached" to this organization. (R)
5.	I do not feel like "part of the family" at my organization. (R)
6.	This organization has a great deal of personal meaning for me.
<b>Continuance</b>	
1.	Right now, staying with my organization is a matter of necessity as much as desire.
2.	It would be very hard for me to leave my organization right now, even if I wanted to.
3.	Too much of my life would be disrupted if I decided I wanted to leave my organization now.
4.	I feel that I have too few options to consider leaving this organization.
5.	If I had not already put so much of myself into this organization, I might consider working elsewhere
6.	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
<b>Normative</b>	
1.	I do not feel any obligation to remain with my current employer. (R)
2.	Event if it were to my advantage, I do not feel it would be right to leave my organization now.

3.	I would feel guilty if I left my organization now.
4.	This organization deserves my loyalty.
5.	I would not leave my organization right now because I have a sense of obligation to the people in it.
6.	I owe a great deal to my organization.

### Saks (2006) Engagement Measures

<b>Job Engagement</b>	
1.	I really “throw” myself into my job.
2.	Sometimes I am so into my job that I lose track of time.
3.	My job is all consuming; I am totally into it.
4.	My mind often wanders, and I think of other things when doing my job. (R)
5.	I am highly engaged in my job.
<b>Organization Engagement</b>	
1.	Being a member of this organization is very captivating.
2.	One of the most exciting things for me is getting involved with things happening in my organization.
3.	I am really not into the “goings-on” in my organization. (R)
4.	Being a member of my organization makes me come “alive”.
5.	Being a member of my organization is exhilarating for me.
6.	I am highly engaged in my organization.

### Roodt’s Turnover Intention Scale (2004)

<b>During the past 9 months...</b>	
1.	How often have you considered leaving your job?
2.	To what extent is your current job satisfying your personal needs?
3.	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

4.	How often do you dream about getting another job that will better suit your personal needs?
5.	How likely are you to accept another job at the same compensation level should it be offered to you?
6.	How often do you look forward to another day at work?

## Appendix B: Power Analysis

**Table 1**

*Power Analysis Results for H1. & H2*

	N	Actual Power <sup>b</sup>	Predictors		Test Assumptions		
			Total	Test	Power	Effect Size <sup>c</sup>	Sig.
Type III F-test <sup>a</sup>	95	0.950	1	1	0.95	0.14	0.05

a. Intercept term is not included.

b. Predictors are assumed to be fixed.

c. Cohen's f-squared.

**Table 2**

*Power Analysis Results for H3. & H4*

	N	Actual Power <sup>b</sup>	Predictors		Test Assumptions		
			Total	Test	Power	Effect Size <sup>c</sup>	Sig.
Type III F-test <sup>a</sup>	114	0.951	2	2	0.95	0.14	0.05

a. Intercept term is not included.

b. Predictors are assumed to be fixed.

c. Cohen's f-squared.

### Appendix C: Descriptive Statistics, Correlations, and Reliability

**Table 3**

*Means, Standard Deviations, Correlations, and Reliability Coefficients*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8
1. Affective Commitment	3.67	0.92	<b>.87</b>							
2. Employee Engagement	3.57	0.72	.69**	<b>.87</b>						
3. Organizational Engagement	3.5	0.88	.77**	.93**	<b>.88</b>					
4. Job Engagement	3.67	0.74	.39**	.84**	.57**	<b>.70</b>				
5. Intention to Stay	3.49	0.74	.56**	.46**	.47**	.31**	<b>.70</b>			
6. Organizational Belonging	3.09	0.48	.18	-.01	-.01	.00	.50**	<b>.93</b>		
7. SOBI-P	3.11	0.69	.49**	.32**	.30**	.26**	.64**	.85**	<b>.96</b>	
8. SOBI-A	3.06	0.41	.59**	.61**	.59**	.61**	.28**	-.13	.37**	<b>.78</b>

\*Indicates significance at .05 level

\*\*Indicates significance at .01 level

\*\*\*Indicates significance at .001 level

### Appendix D: Results of Inferential Statistics

**Table 4**

*Hierarchical Regression of Organizational Belonging on Affective Commitment*

Model	B	SE B	$\beta$	$R^2$	$\Delta R^2$
Step 1				0.16	0.16
Ethnicity	-0.05	0.09	-0.59		
Sex	-0.06	0.17	-0.03		
Tenure	0.27	0.07	0.37***		
Education	-0.13	0.10	-0.12		
Step 2				0.34	0.18
Ethnicity	-0.12	0.08	-0.12		
Sex	-0.70	0.15	-0.04		
Tenure	0.15	0.07	0.20**		
Education	-0.20	0.09	-0.19**		
SOBI-P	0.62	0.12	0.46***		
Step 3				0.48	0.14
Ethnicity	-0.10	0.07	-0.11		
Sex	-0.05	0.14	-0.03		
Tenure	0.10	0.06	0.13		
Education	-0.13	0.08	-0.12		
SOBI-P	0.43	0.12	0.32***		
SOBI-A	0.94	0.19	0.41***		

\*Indicates significance at .05 level

\*\*Indicates significance at .01 level

\*\*\*Indicates significance at .001 level

**Table 5***Hierarchical Regression of Organizational Belonging on Employee Engagement*

Model	B	SE B	$\beta$	$R^2$	$\Delta R^2$
Step 1				0.07	0.07
Ethnicity	-0.08	0.07	-0.11		
Sex	-0.03	0.14	-0.02		
Tenure	0.12	0.06	0.21*		
Education	-0.06	0.08	-0.07		
Step 2				0.15	0.09
Ethnicity	-0.18	0.07	-0.16		
Sex	-0.04	0.14	-0.03		
Tenure	0.05	0.06	0.09		
Education	-0.10	0.08	-0.12		
SOBI-P	0.34	0.11	0.32**		
Step 3				0.40	0.25
Ethnicity	-0.10	0.06	-0.13		
Sex	-0.02	0.12	-0.01		
Tenure	0.00	0.05	0.00		
Education	-0.03	0.07	-0.03		
SOBI-P	0.14	0.10	0.13		
SOBI-A	0.99	0.16	0.56***		

\*Indicates significance at .05 level

\*\*Indicates significance at .01 level

\*\*\*Indicates significance at .001 level



**Table 6**

*Partial Mediation of Employee Engagement Between Organizational Belonging and Affective Commitment*

Predictor	Mediator	Outcome	Direct effect of predictor on outcome			
			$\beta$	SE $\beta$	LLCI	ULCI
Organizational Belonging	Employee Engagement	Affective Commitment	0.69***	0.14	0.41	0.97
			Indirect effect(s) of predictor on outcome			
Organizational Belonging	Employee Engagement	Affective Commitment	0.48	0.15	0.23	0.80

\*Indicates significance at .05 level

\*\*Indicates significance at .01 level

\*\*\*Indicates significance at .001 level

**Table 7**

*Partial Mediation of Affective Commitment Between Organizational Belonging and Intention to Stay*

Predictor	Mediator	Outcome	Direct effect of predictor on outcome			
			$\beta$	SE $\beta$	LLCI	ULCI
Organizational Belonging	Affective Commitment	Intention to Stay	0.68***	0.15	0.39	0.97
			Indirect effect(s) of predictor on outcome			
Organizational Belonging	Affective Commitment	Intention to Stay	0.27	0.10	0.09	0.49

\*Indicates significance at .05 level

\*\*Indicates significance at .01 level

\*\*\*Indicates significance at .001 level

**Table 8**

*One Way ANOVA Results*

Predictor	Sum of Squares	df	Mean Square	F	p
SOBI	0.21	2.00	0.10	0.45	0.64
SOBI_P	1.54	2.00	0.77	1.64	0.20
SOBI_A	0.39	2.00	0.19	1.18	0.31