



## THE ROLE OF ORGANIZATIONAL COMMITMENT IN EMPLOYEE TURNOVER IN LOGISTICS ACTIVITIES OF FOOD SUPPLY CHAIN

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**ABSTRACT. Background:** Due to challenging times caused by the global pandemic and the common dynamic reality of contemporary food supply chains, logistics employees inevitably become the most valuable resource. Companies are forced to continuously monitor and forecast employee satisfaction and possible turnover intention. The paper aims to explore the impact of organizational commitment on the turnover intention among employees in logistics organizations of food supply chain companies. While the direction of this impact is rather unquestionable, the main purpose is to determine the strength of correlation and defining the more dominant commitment aspect in shaping turnover intention.

**Methods:** A primary empirical study was conducted on a sample of 121 employees working on logistics activities workplaces from 5 companies in the food supply chain in Croatia. The turnover intention scale and organizational commitment scale were used to measure the effect of organizational commitment on turnover intention. For regression analysis, and structural equation modeling (SEM), SPSS 21.0, and AMOS 21.0 software were used to analyze the relationship of these variables.

**Results:** After testing the proposed structural model and achieving the model fit, the explanation of variance in turnover intention was 43.4%, and after including the activity type and the personal monthly income as control variables, 44.5%. The strong, direct, significant, and negative influence of affective organizational commitment on employee turnover intention has been proven, while there was no significant influence of normative commitment. Control variables have improved the model, but without significant influence on turnover intention.

**Conclusions:** This research has filled the gap and highlighted the importance of overall organizational commitment among employees in logistics activities, emphasizing affective commitment. It was confirmed that an emotional connection with the organization is of particular importance to retain employees in the organization. Organizations' investment in building and strengthening long-term affective commitment is time-consuming and seeks for interpersonal skills for managers, which could be neglected in logistics activities focused on flow improvement.

**Key words:** logistics activities, food supply chain, organizational commitment, employee turnover intention, structural equation modeling.

### INTRODUCTION

Logistics is defined as a crucial part of supply chain management [Vitasek, 2013, Niewiadomski 2020], and in most part consists of transportation and warehousing activities. Due to enormous technological developments in logistics, the number of employees needed for efficient job execution has been decreased, but requirements for employee's knowledge, skills, and responsibility levels have never been higher [Odważny et al., 2019]. Therefore,

shortage of skillful logistics staff has become a common problem for companies globally (especially in developed countries). Employees in the logistics sector (specialized logistics companies, logistics service providers also called 3PL or 4PL, and most of the distribution companies), as well as employees of other companies in the food supply chain that regularly work on logistics processes and activities, have once again become the most valuable resource of the supply chain. Therefore, companies are intensively considering their employees' satisfaction and

attitude towards work. Monitoring and knowing reasons for a potential and actual job change (employee turnover) as well as for organizational commitment has become an unavoidable factor in logistics employee retention.

While rather well studied generally and in the majority of industries, Acar [2012] states that scientific research on organizational issues, including organizational commitment, are neglected in the logistics industry. To the best of the authors' knowledge, there was no such research among Croatian companies and employees in the logistics industry.

The main goal of this paper is to fill a gap in scientific research on how affective and normative organizational commitment affects employee turnover intention in logistics activities in the food supply chain, particularly in the Croatian food supply chain. The developed hypothesis will be tested using regression analysis and structural equation modeling (SEM), all based on empirical study conducted in companies in the Croatian food supply chain.

After the introduction, the paper presents a literature review on the general basis of employee turnover, employee turnover intention and organizational commitment, and their interrelationship [Ciszewski, Wyrwicka, 2020]. The following chapter provides a review of previous research results of employee turnover, employee turnover intention and organizational commitment in logistics, as a starting point for this paper's research. Detailed methodology and research results follow, and the paper finishes with a conclusion and discussion.

## **EMPLOYEE TURNOVER AND ORGANIZATIONAL COMMITMENT**

Employee turnover is one form of organizational behavior that represents permanent employee withdrawal [Robbins, Judge 2017] and is a dependent variable on many other different independent variables, individual, environmental, and organizational. From an organizational point of view, many

influencing factors create employees decision about leaving current work organizations, but the final decision and the action are preceded by turnover intention [Bothma, Roodt 2013, Treuren 2013, McInerney et al. 2015]. Employee turnover is a problem faced by organizations in every industry but in some particular, such as logistics, dysfunctional turnover rates are higher than in others [Min 2004].

Numerous studies have shown that at the organizational level, employee turnover mostly depends on job satisfaction [e.g. Pepra-Mensah et al. 2015, Lee et al. 2017], but it is increasingly argued that the organizational commitment can have an even more significant influence on turnover intention than job satisfaction. Some authors, therefore, found that organizational commitment correlates more strongly with turnover intention than job satisfaction [Johns 2001]. Since organizational commitment is divided into three different types of commitment (affective, normative, and continuous commitment), it is necessary to examine their separate influence on turnover intention. When viewed together, all three types of commitment negatively affect turnover intention and actual turnover [Holtom et al. 2008, Robbins, Judge 2010, Bryant, Allen 2013, Kim, Chang 2014, Shuck, Reio 2014, Robbins, Judge 2017].

Organizational commitment can be defined as "an attitude or orientation toward an organization that connects and reinforces a person's identity with the organization" [Mowday et al. 1979: 2]. There is a consensus that employees with greater organizational commitment are more focused on their work with consumers, clients, service providers, supervisors, workgroups, occupations, and organizations as a whole, and they act more positively in these relationships [Bingham et al. 2013]. Thanks to Meyer and Allen, today organizational commitment is studied at the level of affective, continuous, and normative commitment. Affective commitment refers to an emotional connection and identification with an organization, continuous commitment represents a commitment that results from dependence on an organization due to the potential negative consequences of leaving the organization where employees feel they have

invested too much, or given too much to the organization [Meyer, Allen 1984], while normative commitment represents a perceived obligation to remain in the organization [Meyer et al. 1990]. These three dimensions suggest that people actually stay in their organization “because they want to (affective commitment); because they feel they need to (normative commitment); and because they must (continuous commitment)” [Eslami, Gharakhani 2012].

Understandably, research shows [Robbins, Judge 2010, Kim, Chang 2014, Robbins, Judge 2017] that all three forms of commitment are in a direct negative relationship with turnover intention and actual turnover [Holtom et al. 2008, Bryant, Allen 2013, Shuck, Reio 2014] where the strength of the influence is strongest in the case of affective, then normative and finally continuous commitment. Most researches show that affective organizational commitment, or emotional connection of an individual with the organization, is crucial when thinking about staying or leaving the organization, so some researchers think that it is quite justified to examine only this type of commitment [Vandenberghe et al. 2004, Larkin 2015]. Bonds [2017] disagrees with this, arguing that normative commitment can also have a strong influence on turnover intention. The link between turnover intention and continuous commitment is so weak or non-existent that researchers are allowed to eliminate the continuous commitment as a variable [Jaros 2007], especially if the overall organizational commitment is partially examined.

## **EMPLOYEE TURNOVER AND ORGANIZATIONAL COMMITMENT IN LOGISTICS**

The logistics industry nowadays is characterized as highly dynamic and competitive, since there are no clear boundaries between local, international, and global [Acar 2012]. According to Eckler [2010], high employee turnover in logistics companies has roots in hiring for skills rather than for attitude. Additionally, both skills and

attitudes will be tested every day more intensively than ever before. In the introduction of their analysis of job satisfaction and dissatisfaction factors in the logistics industry, Anandhi and Perumal [2013] highlighted how logistics companies and their employees face growing trade volumes (double once in 5 to 7 years) and with the pressure that comes with it.

Furthermore, employee turnover intention could be even stronger since there are more opportunities on the market, and the logistics knowledge and experience are desirable in many companies regardless of the country. However, looking only at the Croatian labor market, there are not many alternative job opportunities in a country with a strong focus on tourism, a neglected manufacturing industry and untapped potential for stronger logistics development, especially considering the geographical location of the country. Research papers considering questions of employee turnover (and its intention) and organizational commitment in logistics are not common, and there is a clear research gap that needs to be addressed. Nevertheless, the conclusions of the most important research are listed below.

Keller and Ozment [2009] performed a comprehensive literature review regarding logistics personnel issues and provided two theoretical integrated models about factors affecting logistics employee satisfaction (first for frontline logistics employees and second for their managers). Although general, this work provides a solid base for further research.

To prevent employee turnover, companies use different employee retention methods (intent to stay). Sishuwa and Phiri [2020], made a study in the transport and logistics industry of Zambia that recommended implementing strategies aimed at improving the workplace structures, job satisfaction, and organizational commitment primarily to promote job security and career development as the two most important factors influencing employee retention.

Additionally, Choi and Kim [2017] have proven a positive correlation between service orientation of logistics companies and job satisfaction and organizational commitment.

Guo-ying [2007] also highlights the problem of employee turnover for logistics companies and suggests certain countermeasures for lowering turnover and implementing early warning mechanism. When it comes to transportation, for many years the main problem is the increasing shortage of staff, namely truck drivers. As Sishuwa and Phiri [2020] stated, losing of right people means losing not only knowledge, experience, customer relations and technical skills, but all these features become an additional value for competitors that manage to hire our former employees.

Min [2007] has been examining sources of warehouse employee turnover and found that job security is the most important factor for employee retention and that financial incentives have a low influence on warehouse employee turnover. Also, employee turnover increases with the size of the warehouse and the number of its employees. Some authors [Hofbauer and Putz 2019], as an answer to a huge shortage of skilled workforce, have recently suggested using gamification in logistics as „a new approach to attract people's interest by applying game elements in a non-game context“. By improving the image of logistics, they expect higher interest for a career in this sector. Finally, according to Maloni et al. [2017], factors or divers influencing job satisfaction and commitment of the supply chain employees are different on different workforce levels. To be successful in their retention, companies have to understand and adapt to these differences. Mostly researchers conduct their research primarily on the example of companies from one (their) country [Acar 2012, Min 2007, Min 2004, Choi, Kim 2017, Guo-ying 2007, Anandhi, Perumal 2013], hence this is the case with the research conducted in this paper.

## **METHODOLOGY, RESEARCH AND SAMPLE**

In 2019, a primary empirical survey was conducted on a convenient sample of 121 employees working on logistics activities workplaces from 5 companies in the food supply chain (2 distributors, 2 manufacturers, and 1 logistics service provider), and that have an annual average of more than 50 employees

and operate in Croatia in the region of Slavonia and Baranja. Data analysis includes regression analysis and structural equation modeling (SEM). The used software packages were Statistical Package for the Social Science (SPSS) ver. 21.0 for Windows and AMOS for SPSS ver. 21.0.

The questionnaire includes turnover intention and organizational commitment scales. The turnover intention scale is a combination of scales taken directly from Schwepker Jr. [2001], (indirectly: (1) Bluedorn's [1982] "staying-leaving" index which measures turnover intention in the future through different time periods, and; (2) statements that are part of a scale developed by Wayne et al. [1997] and taken over through Yamazaki and Petchdee [2015] that measure the degree of thinking about a new job and the level of activity in search of a new job). Organizational commitment was measured by a modified version of the 1997 Meyer and Allen's scale that included 18 items and all three previously mentioned types of commitment. This scale is the most commonly used scale of organizational commitment in general, but also the most commonly used scale when investigating the influence of organizational commitment on the turnover intention [Jaros 2007, Bonds 2017]. All statements, except for demographic questions, were measured using a 5-point Likert scale.

Since factor analysis shows that continuous commitment often does not load appropriately, relatively is independent, and does not correlate with an affective and normative commitment [Maslić Seršić 1999], this commitment dimension is excluded from the proposed model. Namely, continuous commitment has two subdimensions, personal sacrifice and available alternative opportunities [Vandenberghe and Pannacio, 2015] so in a market where there are very few alternative job opportunities depending on external regulation (such as labor market in Croatia), this variable cannot be expressed properly.

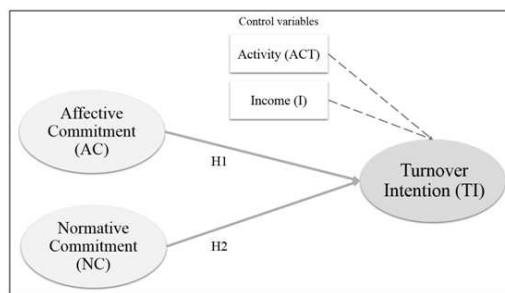
Based on the theoretical framework, the following hypotheses are proposed for testing:

**Hypothesis 1:** Affective organizational commitment directly, significantly, and

negatively affects employee turnover intention in logistics activities in the food supply chain.

**Hypothesis 2:** Normative organizational commitment directly, significantly, and negatively affects employee turnover intention in logistics activities in the food supply chain.

Except for the main variables, the proposed model (Figure 1) includes control variables to help with upcoming interpretations, ensuring internal validity, and for reducing potential statistical errors. Therefore, the influence of organizational activity type (manufacturer or distributor/logistics service provider) and personal monthly income on the turnover intention will be tested.



Source: own work

Fig. 1. Proposed structural model

Before the research on the target sample, a pilot study was conducted on a smaller sample to check the comprehensibility and clarity of the questionnaire and to examine the reliability of the measurement scales. After the data collection, missing values and outliers analysis were performed, so the total number of respondents was 121. Awang and associates [2015] say the lower limit for implementing the SEM methodology is a sample of 100 respondents. The ratio of respondents to the number of variables in the model should be a minimum 10:1 [Yong, Pearce 2013], and since the presented model consists of 5 variables, the sample is considered sufficiently appropriate.

The sample represents 46% of men and 54% of women in medium-sized (50-249 employees, 67.8%) and large-sized organizations (250+ employees, 32.2%). They are equally represented in all age groups, whereas expected, more than half of them are between 27 and 44 years (58%). 5.8% of

respondents are older than 54 years, so the percentage of those who are closer to natural unavoidable turnover are the least represented in the total sample. The largest number of respondents completed high school (52.1%), followed by undergraduate and graduate studies (30.6%). 95% of respondents are full-time employees, 80% are at the operational level, and the largest percentage of respondents has 1 to 5 years of work experience in the present organization (45.5%). 75.1% of respondents have already changed 3 to 5 work organizations in their career so far. Personal monthly income for 62% of respondents is 300-800 €, and 24% is 800-1200 €. Only 0.8% of respondents have a salary higher than 1200 €.

## RESULTS

### Factor analysis and model validity

Firstly, exploratory factor analysis (EFA) was conducted. It should determine the appropriate number of common factors based on the data [Hair et al. 2014]. The chosen method for the factor extraction was principal axis factoring and for the rotation direct oblimin. To check the sampling adequacy of data, Kaiser-Meyer-Olkin (KMO) test, and Bartlett's test of sphericity were used. Given the obtained results, KMO: 0.911 and Bartlett's test of sphericity: sig=0.000, which are respectively higher than 0.5 and  $p < 0.05$  [Williams et al. 2010], the sampling adequacy for conducting EFA was confirmed. Ranging from -0.527 to 0.932, all factor loadings are quite high and strong.

Furtherly, confirmatory factor analysis (CFA) was conducted in AMOS for SPSS ver. 21.0. For CFA, which estimates the model parameters and model fit, and later structural model testing, it is necessary to use model fit indexes. According to Kline [2011], at least a few indexes should be used because each describes the model fit from a different perspective. The same author suggests using Chi-square ( $\chi^2/df$ ), RMSEA, CFI, and SRMR as model fit indexes. The first results of CFA suggested that there are few manifest variables that are disrupting the proposed model. Therefore, after analyzing the obtained results,

two manifest variables were excluded from the model: AC1 (I feel the emotional connection to the organization I work for.) and TI3 (As soon as I find a better job, I will leave the current organization). By running the CFA again, the following model fit indexes were achieved:  $\chi^2/df=1.594$ ; CFI=0.963; RMSEA=0.70; SRMR=0.0507; IFI=0.964; TLI=0.955. All indexes were acceptable (see Schreiber et al. 2006 for acceptable fit for shown indexes), confirming the model fit with the given data sample.

To validate the measurement model, internal consistency reliability, convergent

validity, and discriminant validity were checked. Internal consistency reliability includes Cronbach's alpha (CA) and composite reliability (CR). Values above 0.7 are recommended for CA [Hair et al. 2014], while values recommended for CR range between 0.7 and 0.9. [Rossiter 2002], which was achieved for all variables. To confirm convergent validity, the average variance extracted (AVE) was used. It can be said that convergent validity is confirmed if the AVE is greater than 0.5 [Fornell and Larcker 1981]. The results for internal consistency reliability and convergent validity are shown in Table 1.

Table 1. Reliability and validity indicators of constructs

Variable		Loadings	Internal consistency reliability		Convergent validity
			CA	CR	AVE
Affective commitment (AC)	AC2 - I have a strong sense of belonging to my organization.	0.801	0.931	0.925	0.711
	AC3 - I feel like "part of the family" at my organization.	0.825			
	AC4 - I would be very happy to spend the rest of my career with this organization.	0.877			
	AC5 - The organization I work for deserves my loyalty.	0.847			
	AC6 - The organization I work in is very important to me personally.	0.865			
Normative commitment (NC)	NC1 - Even if it were to my advantage, I do not feel it would be right to leave my organization now.	0.587	0.894	0.892	0.582
	NC2 - I feel obligated to stay in the organization I currently work for.	0.716			
	NC3 - I owe a lot to the organization I currently work for.	0.835			
	NC4 - I really feel as if this organization's problems are my own.	0.766			
	NC5 - I would feel guilty if I left my organization now.	0.863			
	NC6 - At the moment, I would not leave the organization I work for because of a sense of responsibility towards the people who are in the organization.	0.779			
Turnover Intention (TI)	TI1 - I intend to leave the current organization in the next year.	0.826	0.902	0.905	0.705
	TI2 - I intend to leave the current organization in the next two years.	0.789			
	TI4 - I am actively seeking for a new job outside the current organization.	0.890			
	TI5 - I am seriously considering the possibility of resigning.	0.851			

Source: own work

Table 2. Discriminant validity of the model

Constructs	Correlation	Squared correlation	AVE1	AVE2	Discriminant validity
AC<->NC	0.705	0.497	0.711	0.582	Confirmed
TI<->AC	-0.658	0.433	0.705	0.711	Confirmed
TI<->NC	-0.482	0.232	0.705	0.582	Confirmed

Source: own work

Discriminant validity is checked by comparing the squared correlation between the two variables with their individual AVE indicators. If both AVE indicators of individual variables are greater than their squared correlation, discriminant validity can be considered achieved [Farrell 2010]. It can

be seen in Table 2 that discriminant validity was confirmed.

Finally, after verification of the measurement model, the structural model was tested.

## Structural Equation Modeling

In the tested structural model, the following fit indexes were achieved:  $\chi^2/df=1.594$ ; CFI=0.963; RMSEA=0.070; SRMR=0.0507; IFI=0.964; TLI=0.955. Given that all model fit indexes have acceptable values, the model can be accepted. The proportion of the variance in the dependent variable (turnover intention) that is explained by this model is  $R^2= 43.4\%$ . In the social sciences, the explanation of variance is lower than in other sciences. It usually ranges from 50% to 60% [Henseler, Fassott 2009], and due to the sensitivity of a research area, an acceptable explanation may be over 40% [Williams et al. 2010]. Although the explanation of variance in turnover intention is not very high, considering that the model

includes only organizational commitment, it is very satisfying.

After including organizational activity type and personal monthly income as control variables, the following model fit indexes were achieved:  $\chi^2/df=1.410$ ; CFI=0.967; RMSEA=0.058; SRMR=0.0497; IFI=0.968; TLI=0.960. Since all model fit indexes are slightly improved, thus improving the whole model, the introduction of these control variables is justified. Furtherly, the explanation of the variance in turnover intention is slightly increased  $R^2= 44.5\%$ . The significance and direction of the influences of organizational commitment dimensions on turnover intention remained the same, only the strength has slightly changed (Table 3).

Table 3. Results of hypothesis testing

Hypothesis	Relationship	Without control variables		With control variables		Result	
		Standardized Regression Weights	p-value	Standardized Regression Weights	p-value	Without the control variable	With the control variables
H1	AC>TI	-0,634	0,000	-0,604	0,000	Confirmed	Confirmed
H2	NC>TI	-0,035	0,786	-0,035	0,781	Not confirmed	Not confirmed
<b>Supposed influence of control variables</b>							
	ACT>TI			0,006	0,939		No influence
	I>TI			-0,110	0,163		No influence

Source: own work

Hypothesis 1 is confirmed, i.e. affective organizational commitment in logistics activities of food supply chain companies directly, significantly, and negatively affects employee turnover intention, both without and with included control variables. The strength is a little bit weaker (-0.634 comparing to -0.604) in the model including control variables, however, it is still quite strong. On the other hand, results do not suggest that normative organizational commitment in logistics activities of food supply chain companies directly, significantly, and negatively affects turnover intention, thus hypothesis 2 is not confirmed.

Furtherly, it can be seen in Table 3 that even though the model fit was improved by including control variables, no statistically significant influences of organizational activity type and personal monthly income on turnover intention were found. The obtained results will be more discussed in the discussion and conclusion section.

## DISCUSSION AND CONCLUSION

Dedicated employees are usually both satisfied employees and even more engaged employees who have lower absenteeism rates and less turnover intention. According to previous research, this paper has confirmed that the relationship between affective commitment and turnover intention is direct and negative, i.e., it has been proven that affective organizational commitment in logistics activities of food supply chain companies directly, significantly, and negatively affects employee turnover intention. On the other hand, no significant correlation was found between the normative commitment and the turnover intention of employees in the logistics activities of the food supply chain.

Employees in logistics activities of the food supply chain have been shown not to attach importance to the investments that the

organization has invested in them so far when thinking about staying in the organization or leaving it, and do not think that all effort and investment would be lost if they wanted to separate from that organization. Behind this may be a weakened awareness of the investments, effort, and time the organization has provided to its employees, or a truly real lack of the same investments. Furthermore, these results may also indicate a potentially increased occupational commitment relative to overall organizational commitment, which is certainly desirable to explore in future research. Perhaps logistics employees are more committed to their profession than other employees, so their sense of obligation to stay is not expressed. Certainly, this is the area that needs to be thoroughly explored and, if possible, spatially expanded in order to obtain relevant data to draw more complex conclusions, and even comparing the influence of organizational commitment on actual employee turnover, not just the intent.

Despite the insignificant influence of normative commitment, the sample of the same employees confirmed that the emotional connection with the organization keeps employees in the organization mostly. Affective organizational commitment is a higher degree than mere job satisfaction, which in itself as an attitude, is more transient in nature than a commitment that is difficult to establish but therefore binds the employee more strongly to the organization. While job satisfaction is tied only to the characteristics of the job, not necessarily related to the organization, organizational commitment, and especially affective commitment, explains employee's true connection to the organization. This research confirmed that even in logistics, employees who are emotionally connected to their organization, who have a strong sense of belonging to their organization, show their loyalty to it in the form of staying in it.

Strengthening organizational commitment, therefore, needs to focus on affective commitment, because although it is more difficult to establish, it is not fleeting and eliminates leaving more than the obligation to stay in the organization, especially in a situation where alternative employment opportunities are greater. Although the context

in which this research was conducted does not suggest desirable competitiveness in the labor market, which is why continuous commitment is omitted, building and strengthening overall organizational commitment, and especially affective one, should not be neglected.

The paper seeks to pay attention to the internal organizational context, which, if ignored, can permanently result in the loss of desirable and quality employees, who are much-needed employees in logistics in the Republic of Croatia. The loss is extremely significant in the region of Slavonia and Baranja, which over the past few years has been progressively losing people in logistics, especially professionals whose outflow can be prevented in time by valid organizational approaches. Maintaining positive emotions can then be more the task of a psychologist or sociologist, so human resource management should invest in this segment of the business, but also provide appropriate conditions for education and training to acquire interpersonal skills for existing managers. Unfortunately, only one in ten managers possess the necessary skills to increase the organizational commitment of their employees [Harter, Adkins, 2015].

Due to the simplicity of the structural model, which is the main limitation of the research, this research can be seen as indicative. However, it points out the necessity and opportunity for future research of organizational issues in logistics activities. Research limitations could be reduced by increasing the number of respondents, and as already mentioned spatial expansion, which would allow more comprehensive model development.

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## ROLA ORGANIZACYJNEGO ZAANGAŻOWANIA KIEROWNICTWA W OBREBIE LOGISTYKI W ŁAŃCUCHACH DOSTAW ŻYWNOŚCI

**STRESZCZENIE. Wstęp:** Ze względu na zmieniające się warunki, wynikające z globalnej pandemii oraz dynamicznie zmieniającej się rzeczywistości, w której działa łańcuch dostaw żywności, pracownicy logistyki stają się bardzo ważnym zasobem. Przedsiębiorstwa są zmuszone do ciągłego monitorowania i estymowania poziomu zadowolenia zatrudnionych. Celem pracy jest zbadanie wpływu zaangażowania organizacyjnego na zmianę nastawienia wśród pracowników logistyki przedsiębiorstw działających w obrębie łańcucha dostaw żywności. Choć wpływ ten jest raczej niepodlegający dyskusji, to głównym celem jest określenie siły korelacji i zdefiniowanie dominującego czynnika wpływającego na zmianę nastawienia.

**Metody:** Podstawowa analiza empiryczna została przeprowadzona na próbie 121 zatrudnionych pracujących na stanowiskach logistycznych w 5 przedsiębiorstwach działających w łańcuchach dostaw żywności w Chorwacji. Skala zmian nastawienia oraz zaangażowania organizacyjnego zostały użyte do zmierzenia efektu wpływu zaangażowania organizacyjnego na zmianę nastawienia pracowników. Dla przeprowadzenia analizy regresji i modelowania strukturalnego SEM, zostało użyte oprogramowanie SPSS 21.0 oraz AMOS 21.0.

**Wyniki:** W wyniku przetestowania proponowanego modelu strukturalnego, otrzymano wyniki zmiany nastawienia w wysokości 43,4%, a po uwzględnieniu typu aktywności oraz miesięcznego poziomu pensji jako zmiennych kontrolnych, 44,5%. Silny, bezpośredni, istotny i negatywny wpływ organizacyjnego zaangażowania na zmianę nastawienia pracowników został udowodniony, podczas gdy nie wykazano istotnego wpływu dla standardowego zaangażowania. Zmienne kontrolne poprawiły model ale bez istotnego wpływu na zmianę nastawienia.

**Wnioski:** Praca wypełnia lukę w prowadzonych badaniach i zwraca uwagę na istotność zaangażowania organizacyjnego dla pracowników logistyki, podkreślając istotę zaangażowania emocjonalnego. Zostało potwierdzone, że emocjonalna więź w obrębie organizacji pomaga utrzymać zatrudnionych. Inwestycja organizacji w budowanie i wzmacnianie długoterminowego emocjonalnego zaangażowania wymaga sporo czasu i konieczności wśród kierownictwa umiejętności interpersonalnych, które mogą być lekceważone w obrębie działalności logistycznej skupionej na poprawie przepływów.

**Słowa kluczowe:** działalność logistyczna, łańcuch dostaw żywności, zaangażowanie organizacyjne, modelowanie strukturalne

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