PROCEDURAL FAIRNESS AND COMMUNICATION SATISFACTION AS FACTORS IN MISSION ATTACHMENT OF EMPLOYEES: AN APPLIED RESEARCH IN A MOTORCYCLE FIRM

Asst.Prof.Dr. Hulusi DOĞAN
Adnan Menderes University
Nazilli Vocational School
hulusidogan@gmail.com

ÖZET

Bu makale, işgörenlerin örgütsel misyon bağlılığı ile iletişim tatmini ve işlem adaleti algılamaları arasındaki ilişkinin bir motosiklet işletmesinde yapılan uygulama ile ortaya konmasını konu edinmektedir. Araştırmada amaca ve içeriğe uygun olarak hazırlanmış bir anket çalışması kullanılmıştır. Araştırmada toplam 106 adet anket kullanılırken, anketlerin geri dönüşüm oranı % 81.5 olarak gerçekleşmiştir. Araştırma sonuçları işgörenlerin örgütsel misyon bağlılığı ile iletişim tatminleri arasında pozitif ve çok güçlü bir ilişki olduğu gerçeğini ortaya koymaktadır. Aynı şekilde işgörenlerin örgütsel misyon bağlılığı ile işlem adaleti algılamaları arasında da poztif yönlü bir ilişki olduğu araştırmada belirlenmiştir. Araştırma sonuçları örgütsel misyon bağlılığındaki değişimin % 53.7'sinin iletişim tatmini, işlem adaleti algılamaları ile cinsiyet ve toplam çalışma süresi değişkenlerine bağlı olduğunu göstermektedir. Örgütsel misyon bağlılığı üzerindeki en büyük etkiye iletişim tatmini değişkeninin sahip olduğu ve bunu işlem adaleti algılamaları değişkeninin takip ettiği de araştırmanın bir diğer sonucudur. İşgörenlerin örgütsel misyon bağlılığının iletişim tatmini ve işlem adaleti algılamalarının desteklenmesi ile artırılabileceği de araştırmanın temel sonucu olarak öne çıkmaktadır.

ABSTRACT

This paper is a report of a study exploring the relationship between employee mission attachment and the variables of communication satisfaction and procedural fairness by an applied research in a motorcycle firm. A survey questionnaire was designed and used in this study. A total of 106 completed questionnaires were returned, representing a response rate of 81.5%. The study results indicate that there was a positive and strong relationship between employees' mission attachment and communication satisfaction. And also, there was a positive relationship between employees' perceptions for procedural fairness and their mission attachments. About 53.7% of the variance in mission attachment could be explained by the set of independent variables including communication satisfaction, procedural fairness, gender, and tenure. Communication satisfaction had the strongest impact on mission attachment, and followed by job satisfaction. As a result, employees' mission attachment could be increased through promoting employees' communication satisfaction and procedural fairness perceptions.

1. Introduction

Numerous articles point out the value of mission statements and state about its critical advantages such as identifying operational objectives, giving staff goals to direct its behavior, describing performance standards, and speaking to organizational survival and vision for the future (Bailey, 1996; Smith et al., 2001). Despite not a certain agreement about the content of the mission concept, a considerable amount of prescriptive literature has emerged in the last four decades advising practitioners have a mission and how to formulate winning mission statements because of the expected benefits of a mission statement (Sidhu, 2003). For example, Magill and her friends (1996) supply some guidelines for professional service organizations to create their own-bottom up mission. Similarly, Woodraw (2006) and Feldner (2006) state about the key factors for educational institutions to form a salient mission. Accordingly, mission statements are, indeed, a common management tool. Boston-based Bain & Co. and the Planning Forum's study found that 90 percent of the Fortune 500 firms surveyed had a mission statement (Krohe, 1995; Bartkus et al, 2002)

On the other hand, many scholars and practitioners study for the relationships between mission and other organizational variables such as firm performance, financial performance, organizational commitment, job satisfaction, motivation, organizational culture, leadership (Bart and Baetz, 1998; Whetstone, 2005; Bartkus et al., 2006; Vandijck et al., 2007). Also, mission attachment is an attractive issue and not much is known about it. A mission can be very salient. But, how employees perceive a mission statement will be determinative on their performance and other attitudes (Mason, 1996; Campbell, 1997; Brown and Yoshika, 2003; Vandijck et al, 2007). Thus, it is very critical and urgent to determine which variables have an influence on employee perception and desire to make a contribution for fulfilment of an organization's mission. So, the main purpose of this study is to examine how employee communication satisfaction and perceptions of procedural fairness affect his attachment to the fulfilment of an organization's mission.

2. Theory And Hypotheses
2.1. Mission Attachment

There is a certain degree of ambiguity in the literature with regard to the core components of a mission statement. Different writers have emphasized different albeit related elements (Sidhu, 2003). In other words, concrete definitions of mission are relatively scarce. At its most basic level, mission refers to the purpose of an organization, or a reference point for organization members (Fairhurst, 1993; Feldner, 2006). According to Kemp and Dwyer (2003), a mission satement broadly charts the future direction of an organization. A good mission statement describes an organization's purpose, products and services, markets, philosophy, and basic technology (Kemp and Dwyer, 2003). Ackoff (1987) maintains that a mission statement establishes the values, beliefs, and guidelines for the way the organization conducts its business and determines its relationships with its stakeholders-employees, customers, shareholders, suppliers, government, and the community. A similar view is offered by Bartkus and his friends, (2000) who advise that the purpose of a mission statement should be communicate a description of the firm that allows current and prospective employees, suppliers, investors, and customers to determine whether they want to be

involved with it. And finally, extant literature would suggest vision, business domain, competencies, and values to be four essential elements or components of a mission statement (Sidhu, 2003).

Despite the mission's significant and fundamental role in organizations and management, we know relatively little about how employees perceive the mission. In other words, employee's desire to fulfill an organization's mission, explicitly "mission attachment" has a vital role for organizational success. Employee attitudes toward the mission may be a key factor, because employees who share the organization's values enact the mission in the programs and services. (Piercy and Morgan, 1994; Poulin, 1994; Strong, 1997; Brown and Yoshioka, 2003).

On the other hand, Brown and Yoshioka (2003) maintain that at least three basic principles influence employee attitudes toward the mission: awareness, agreement, and alignment. First, the organization's purpose must be salient in the employees' minds. Second, employees agree with the expressed purpose and values of the organization. Third, employees perceive a connection between their work and the fulfillment of that mission (Brown and Yoshioka, 2003). Additionally, some researches have found significant relationships between other organizational outcomes. For example, Brown and Yoshioka (2003) determined mission attachment and satisfaction as significant factors in employee decisions to stay in an organization. Similarly, Dogan (2008) explored job satisfaction and knowledge about organization's mission as important predictors of employee mission attachment.

2.2. Communication Satisfaction

Daft (1991) identifies communication as a process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behavior. And modern management approach sees the organization as a whole and organization wide communications typically flow in three directions- downward, upward, and horizantally. Furthermore, Lawler (1989) identifies human resource professionals as being in a position to encourage the flow of information throughout the organization. Because communication is important in organizational functioning and has been proposed as a means of bringing about greater organizational effectiveness (Bush and Frohman, 1991; Rodwell et al, 1998). For example, Spenser (1994) suggests that organizations are first, social arrangements, and thus by definition organizational culture is constructed and construed by the organization's members. So, the life blood of an organization is the relationships that develop and exist for and among an organization's consitituent membership (Buckley et al., 1998). Also, Wagner (1994) concluded that participation can have a statistically significant effect on both performance and satisfaction. Similarly, King and his friends (1988) confirm that there is a positive relationship between communication and job satisfaction. For this reason, practitioners often propose that employees must be given information about the company, its activities, goals, and directions, as well as be allowed to have channels through which to pass information up to management (Rodwell et al., 1998; Magill et al., 1996).

Figure 1. The Model For The Relationships Between Research Variables
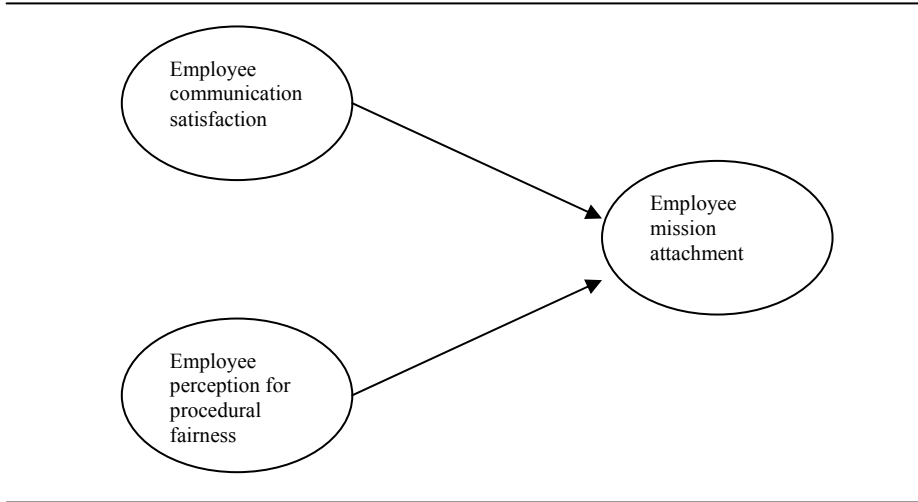
Moreover, many scholars and practitioners suggest that information and communication are important antecedents of commitment or organizational identification (Disanza and Bullis, 1999; Riordan and Weatherly, 1999; Scott, 1997; Bartels et al., 2007) And the results of many studies indicate that the degree to which members of an organization can actively participate in communication with other members of their organization, is positively related to their commitment to the organization (O'Reilly and Caldwell, 1979; Eisenberg, et al., 1983; Katz and Kahn, 1972; Scarbrough, 1999; Hooff and Weenen, 2004). Similarly, Varona (1996), Putti and his friends (1990) give a support for a positive relationship between communication and commitment. We argue that since communication satisfaction has a positive influence on an employee's commitment to an organization, it may also affect the employee attachment to the mission of that organization. Consequently, as seen from Figure 1, based on this thought and all research findings stated above, we expect the following relationship:

Hypothesis 1: There is a positive relationship between employee communication satisfaction and mission attachment.

2.3. Procedural Fairness

Organizational fairness implies the quality of social interaction at work. In other words, organizational fairness is important for the development of high quality work relationships (Erdogan and Liden, 2006). Because organizational unfairness may create many unwanted organizational outcomes such as lower job satisfaction, retaliation, turnover, misbehavior, low productivity, and lower work commitment (Folger and Konovsky, 1989; McFarlin and Sweeney, 1992; Martinson et al., 2006; Heponiemi et al., 2007). For example, perceptions of justice may affect employee performance

through increased acceptance of authority, trust, sense of control, and accountability, as well as through decreased negative attitudes and counterproductive behavior (Cohen and Spector, 2001; Erdogan, 2002). Moreover, reserchers have found that low organizational fairness is associated with increased rates of mental distress, psychiatric disorders, sickness absence, sleeping problems, cardiovascular death, and poor self-rated health status (Elovainio et al., 2002; Kivimaki, 2003; Elovainio et al., 2006; Heponiemi et al., 2007).

On the other hand, much of fairness literature focuses on two types of fairness perceptions; procedural fairness and distributive fairness. Procedural fairness implies the perceptions of fairness about organizational procedures, such as consistency, bias suppression, representativeness, accuracy, correctability, and ethicality of the processes (Fassina et al., 2008; Heponiemi, 2007). But distributive fairness refers to a person's perceptions of the extent to which outcomes he or she receives (e.g., pay) are fair (Greenberg, 1990). In other words, distributive fairness implies the perceptions of fairness about the outcomes of procedures applied in an organization. Procedural fairness can be seen as more strategic, as it determines the outcomes (distributive fairness). Furthermore, procedural fairness is more relevant in the development of person-organization relationship (Masterson et al., 2000). Also many scholars concluded that procedural fairness is the strongest unique preditor of organizational citizenship behavior, as well as field studies show that there is a strong relationship between work performance and procedural fairness (Lavelle et al., 2008; Cohen and Spector, 2001). As fairness perceptions are related to attitudes and behaviors toward all the processes, policies, decision makings and outcomes in organizations, we think that employees' perceptions of procedural fairness also may have an influence on their attitudes, commitment to organizational mission. So, we propose that (see Figure 1):

Hypothesis 2: There is a positive relationship between employee perception of procedural fairness and mission attachment.

3. Research Methodology
3.1. Sample

The purpose of the study was to analyze the relationships between mission attachment and the set of independent variables including procedural fairness, communication satisfaction, and demographic variables such as gender, age, working experience, salary, marital status and educational level. The target organization selected for this research was a firm, located in Aydın and employed 130 people, has been producing motorcycles since 2004. Employees worked in departments such as sales, manufacturing, motorcycle-driving experts. After having a written permission from the firm administration, an anonymous questionnaire was distributed to these 130 employees. Each questionnaire was accompanied by a letter explaining the purpose of the research, the voluntary nature of participation, and the confidentiality of the data. And a total of 106 completed questionnaires were returned (81.5 percent response rate) from 130 employees. The responses given by the employees were anonymous and confidential. All analyses described below are based on the data from these 106 subjects.

3.2. Measures and Statistical Instruments

The employees were handed a demographic and a field survey questionnaire designed for this study. Demographic survey part of the questionnaire was composed of 9 variables to control the effect on expressed attachment with organizational mission. And 30 variables existed on the second part of the questionnaire to measure the degree of mission attachment of employees and the other factors which may have an effect on mission attachment. The instrument consisted of these 30 items answered on a seven-point Likert scale anchored by the terms "strongly disagree/very low/the worst" (1) and "strongly agree/very high/the best" (7).

SPSS pc + version 15.0 was used for statistical analysis. A factor analysis "varimax rotation" was used to condense the number of items and focus on the underlying structures in the descriptive and inferential analyses. The internal consistency was tested by Cronbach's alpha, and the Spearman rank correlation coefficient was used to calculate the correlation between the factors. And also, multiple regression analysis was used because it provided estimates of net effects and explanatory power. The adjusted explained variance (the adjusted R^2) was used in this research to measure explanatory power.

4. Research Results
4.1. Demographic Statistics

Demographic variables were used to measure or control the effect on expressed attachment with organizational mission (Brown and Yoshioka, 2003). So, demographic statistics of the respondents were presented in Table 1. As can be seen from this table, the majority of our respondents were male employees (85.8%); and 13.2% were female. And 52.8 percent of the respondents were married, 45.3 percent were single, and 0.9 percent (one employee) was divorced. Employees were categorized by age: 18-30 years (76.4%), 31-40 years (19.8%), 41-50 years (0.9%), and 51 years and over (0.0%).

Vocational experience was also assessed using categorical brackets. 60.4 percent (majority) of the respondents indicated they were between the experience of one to five; 19.8 percent indicated they were six to ten; 9.4 percent were eleven to fifteen; 3.8 percent were sixteen to twenty and only 0.9 percent were twenty-one and over. And 16.0 percent of the respondents had a managerial position. Also as presented in Table 1, half (50.0%) of the respondents held primary school degrees, 27.4 percent high school degrees, and 21.7 percent university degrees. Additionally, employees were categorized by salary and total working time in the firm. Salary: 0-550 YTL (86.8%), 551-1000 YTL (9.4%), 1001-1500 YTL (1.9%), 1501 YTL and over (0.0%); and tenure (total working time): 1-3 months (15.1%), 4-6 months (12.3%), 7-11 months (8.5%), 12-24 months (34.9%), 25 months and over (26.4%). Consequently, demographic results indicate that salary, experience and educational levels of employees were low, as well as their age average (76.4% in 18-30 years).

Table 1. Demographic Statistics of The Respondents

Item	Frequency	Percent (%)	Item	Frequency	Percent (%)
		All N=106 (100%)			
Gender			*Age*		
Male	91	85.8	*18-30*	81	76.4
Female	14	13.2	31-40	21	19.8
Missing	1	0.9	41-50	1	0.9
Total	106	100	*51 and over*	0	0.0
			Missing	3	2.8
Vocational Experience			*Total*	106	100
1-5 years	64	60.4			
6-10 years	21	19.8	*Managerial Status*		
11-15 years	10	9.4	*No*	78	73.6
16-20 years	4	3.8	*Yes*	17	16.0
21 years and over	5	0.9	*Missing*	11	10.4
Missing	6	5.7	*Total*	106	100
Total	106	100			
			Education Level		
Marital Status			*Primary School*	53	50.0
Married	56	52.8	*High School*	29	27.4
Single	48	45.3	*University*	23	21.7
Divorced	1	0.9	*Missing*	1	0.9
Missing	1	0.9	*Total*	106	100
Total	106	100			
			Tenure: Total Working Time in the		
Salary			*Firm*		
0-550 YTL	92	86.8	*1-3 months*	16	15.1
551-1000 YTL	10	9.4	*4-6 months*	13	12.3
1001-1500 YTL	2	1.9	*7-11 months*	9	8.5
1501 and over	-	-	*12-24 months*	37	34.9
Missing	2	1.9	*25 months ond over*	28	26.4
Total	106	100	*Missing*	3	2.8
			Total	106	100

YTL: New Turkish Lira

4.2. The Results of Factor Analysis

30 items of the questionnaire were included in a factor analysis. At the end of the factor analysis, items of the questionnaire (prepared using from Brown and Yoshioka 2003; Greenberg, 1990) were collected in three factor groups which were labelled as: mission attachment, procedural fairness, and communication satisfaction. The results (presented in Table 2) of the factor analysis show that our factor groups were rather reliable and consistent. Because 8 items of the questionnaire were deleted as their factor loadings were lower than 0.500 and alpha coefficient values of all factor groups were higher than 0.890. Furthermore, alpha coefficients of three factor groups, namely mission attachment, procedural fairness, and communication satisfaction were very high; sequentially 0.944, 0.936, and 0.899.

Tablo 2. Factor Loadings and Reliability (Cronbach Alpha) Values of Research Items

Variables and Factor Groups	F1	F2	F3	Alpha
Mission Attachment				0.944
	0.858			
	0.800			
	0.776			
	0.769			
	0.738			
	0.730			
	0.721			
	0.706			
	0.556			
	0.535			
Procedural Fairness				0.936
		0.922		
		0.864		
		0.811		
		0.745		
		0.684		
		0.649		
		0.648		
		0.545		
Communication Satisfaction				0.899
			0.692	
			0.688	
			0.594	
			0.587	

Factor loading below 0.500 deleted

4.3. Intercorrelations Among Research Variables

Intercorrelations among reserach variables and demographic (control) variables are reported in Table 3. As seen from Table 3, there was a significant positive relationship between mission attachment and communication satisfaction (rs = 0.740, $p < 0.01$). Mission attachment was also positively related to procedural fairness (rs = 0.619, $p < 0.01$). These results provided support for Hypothesis 1 and 2. Additionally, there were statistically significant relationships between mission attachment and two control variables. The results in Table 3 indicated that mission attachment was related to tenure (rs = 0.364, $p < 0.01$), and gender (rs = 0.255, $p < 0.05$), but no significant relationship with age, educational level, vocational experience, marital status, managerial status and salary.

Table 3. Means, Standard Deviations and Correlations Among Research Variables

	(Mean)	(SD)	1	2	3	4	5	6	7	8	9	10	11
1.Mission Attachment	4.856	1.505	-										
2.Procedural Fairness	3.539	1.943	0.619**	-									
3 Commun. Satisfaction	4.631	1.909	0.740**	0.664**	-								
4. Age	1.223	0.441	0.171	0.037	0.086	-							
5. Gender	1.133	0.341	0.255*	0.283**	0.172	0.135	-						
6. Educational Level	1.714	0.805	-0.014	-0.233*	-0.042	-0.124	-0.160	-					
7. Vocational Experience	1.570	0.901	-0.015	0.093	0.027	-0.020	-0.217*	-0.451**	-				
8. Marital Status	1.476	0.520	0.052	-0.067	0.059	-0.253*	-0.118	0.327**	-0.190	-			
9. Managerial Status	1.178	0.385	0.160	0.106	0.212*	-0.004	-0.178	0.190	-0.132	0.155	-		
10. Salary	1.134	0.395	-0.022	0.000	0.077	-0.048	-0.142	0.237*	0.030	0.083	0.187	-	
11. Tenure	3.466	1.412	0.364**	0.212*	0.339**	0.222*	0.100	0.046	0.074	0.014	0.244*	0.015	-

*Correlation (Spearman's rho) is significant at the 0.05 level (2-tailed).
**Correlation (Spearman's rho) is significant at the 0.01 level (2-tailed).

4.4. Findings of Simultaneous and Stepwise Multiple Regression Analyses

As can be seen from Table 4 (adjusted R^2 = 0.537), 53.7 % of variance in mission attachment could be explained by the set of independent variables (determinants): sequentially communication satisfaction, procedural fairness, gender, and tenure. Communication satisfaction had the strongest influence on mission attachment (β = 0.498, $p < 0.05$), followed by procedural fairness (β = 0.219, $p < 0.05$), tenure (β = 0.151, $p < 0.05$), and gender (β = 0.096, $p < 0.05$).

Table 4. Model Of Mission Attachment-Simultaneous Multiple Regression

Model[†]	Unstdandardized coefficients		Standardized coefficients		
	β	*SE*	β	*t*	*P-value*
(Constant)	1.413	0.468		3.017	0.003
Communication satisfaction	0.390	0.081	0.498	4.830	0.000
Procedural Fairness	0.171	0.078	0.219	2.192	0.031
Gender	0.437	0.351	0.096	1.245	0.217
Tenure	0.163	0.084	0.151	1.928	0.057

[†]R^2 = 0.558, adjusted R^2 = 0.537; dependent variable: mission attachment
*P< 0.05.

On the other hand, the contribution of each determinant to mission attachment, using stepwise multiple regression, is presented in Table 5. By itself, communication satisfaction explained 48.7% of the variance in mission attachment. Entering job satisfaction also added a 2.9 % explanation to the variance, while tenure had a 1.8% influence on mission attachment. Consequently, all the results told above indicate that our all research hypotheses were supported. Our first hypothesis (H1) expected a positive association between employee mission attachment and communication satisfaction. And Spearman correlation and regression analysis results confirmed that there was a significant positive association between mission attachment and communication satisfaction (p<0.05). Moreover, the results of regression analyses (presented in Table 4 and 5) indicate that procedural fairness was the second major determinant of mission attachment. In other words, Hypothesis 2, which predicted a positive association between employee procedural fairness and mission attachment, also supported (p<0.05). Additionally, Spearman correlation and regression analysis results indicated that presented two control variables; tenure and gender were related employee mission attachment.

Table 5. Model of Mission Attachment-Stepwise Multiple Regression

Model[†]	Unstdandardized coefficients		Standardized coefficients		
	β	*SE*	β	*t*	*P-value*
Model 1[†] (Constant)	2.274	0.302		7.525	0.000
Communication satisfaction	0.561	0.061	0.702	9.187	0.000
Model 2[††] (Constant)	2.186	0.295		7.404	0.000
Communication satisfaction	0.433	0.078	0.541	5.547	0.000
Procedural Fairness	0.192	0.076	0.246	2.523	0.013
Model 3 [†††] (Constant)	1.812	0.342		5.293	0.000
Communication satisfaction	0.381	0.081	0.477	4.722	0.000
Procedural Fairness	0.198	0.075	0.255	2.653	0.010
Tenure	0.173	0.084	0.161	2.055	0.043

[†]$R^2 = 0.492$, adjusted $R^2 = 0.487$, dependent variable: mission attachment, $p < 0.05$.
[††]$R^2 = 0.527$, adjusted $R^2 = 0.516$, dependent variable: mission attachment, $p < 0.05$.
[†††]$R^2 = 0.550$, adjusted $R^2 = 0.534$, dependent variable: mission attachment, $p < 0.05$.

5. Discussion And Conclusion

The most outstanding finding in this study indicate that there is a significant relationship between employee communication satisfaction and mission attachment. Easiness in communicating with other employees and getting knowledge may positively affect the decisiveness and desireness of employees to fulfill an organization's mission. Particularly, upward communication may create an opportunity for employees to understand the core components of an organizational mission. When a mission statement is evaluated as a written or formal document which is composed of organizational values or beliefs, communication can be called as a strategic tool or a bridge to share it among employees. For this reason, mission or purpose of an organization is firstly defined by the senior management to communicate these beliefs (Whetstone, 2005). In other words, the study results confirm the empirical investigations of many researches which state that upward communication and open door policies deliver significant organizational benefits (e.g. Tourish and Robson, 2006; Reilly et al., 1996; London and Wohlers, 1991). In short, study results have similar findings with the literature and general view which states that the degree to which members of an organization can actively participate in communication with other members of their organization, is positevely related to their commitment and show that information and communication are also important antecedents of employee mission attachment, as well as organizational commitment.

Another interesting finding of the study is that there was a positive relationship between employees' perceptions of procedural fairness and their mission attachment. Many of us may accept this finding as a usual result, because mission statements may be seen as a law constitution of an organization. And all procedures, processes and policies in an organization must be suited to this law. In other words, mission statement

as a law constitution directs all activities in an organization. If an attitude or a behavior which is wrong with the mission of an organization is rejected by members. Contrary, if procedures, processes or policies which are not suited to the mission of an organization become prevalent among its members, inspiration and persuasiveness of a mission may weaken. Thus, when employees have some doubts or problems about the fairness of procedures applied in an organization, also they may have a question in their minds to serve for its mission.

The third and final investigation of the study is that two control variables; tenure and gender were related to employee mission attachment. In other words, this finding support general literature view that control variables such as gender, age, vocational experience, and education are related to organizational variables. Consequently, study results indicate that practitioners should be aware of which determinants have an influence on mission attachment and they must be careful to use these elements more efficiently in proper time, in proper place and for proper groups. All these findings imply that practitioners should make researches periodically to discover determinants for mission attachment, as well as to control and measure the results of all struggles or transactions in organization to increase mission attachment of employees.

Moreover, it must be kept in mind that also some limitations exist in this study for practitioners and readers when interpreting the results. At first, the study includes the analyses of only one organization's employees and the results reflect the nature and character of this organization, not a trend for all organizations. And the model for mission attachment and determinants was developed for this study, thus it requires continued validation and further applications. In other words, the model needs to be both tested in further researches and extended to include some other possible determinants of mission attachment. So, additional researches are needed to compare employees' mission attachments and it's basic determinants in other organizations and countries using the same or other instruments.

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