

The Effect of Organizational Commitment and Job Commitment to Intention to Leave of Employment: A Research in Hotel Management

Yrd. Doç. Dr. Mustafa YILDIRIM

Arş. Gör. Ayşegül ACAR

Öğr. Gör. Sinem UYSAL BAYRAKTAR

Doç. Dr. Orhan AKOVA

Karabük Üniversitesi
Turkey

Abstract

The aim of the study is to determine the effect of Organizational Commitment and Job Commitment to Intention to Leave of Employment in hotel industry. In addition, whether there is a correlation between organizational commitment, job commitment and intention to leave of employment in terms of demographic variables is also investigated. In accordance with this purpose was applied on 392 hotel employees in Istanbul, Taksim. The data obtained by means of the survey method were analyzed. The paired-samples one-way ANOVA test is used in order to determine whether there is a significant differentiation between the employees' organizational commitment and job commitment types and levels. Multiple regression analysis is used in order to measure the impact of organizational commitment and job commitment on intention to leave of employment. The binary and partial correlation levels between organizational commitment dimensions and intention to leave of employment is negative, low but reasonable. As a result, the correlation between organizational commitment dimensions and intention to leave of employment turns out to be negative, at a low level but directly related. In the job commitment dimensions; however, it is seen that has a correlation with the dimensions except for job effort and job strain.

Key Words: Organizational Commitment, Job Commitment, Intention to Leave of Employment

Introduction

Increasing tourism movement along with globalization movement leads to rapid growth of accommodation sector. Development of this sector in terms of quantitative and qualitative increases the need of qualified, job, and dedicated employee to his/her organization. One of the primary objectives of managements is receiving the maximum level of efficiency by improving employee's talents and skills and providing increase in their commitment to the organization. (Ergun Özler and others, 2008: 43). Such that, benefiting from employee's efficiency at the highest level is directly proportional to the level of employee's commitment to the organization. (Yazıcıoğlu and Topaloğlu, 2009: 5).

However organizational commitment is a concept which is positively related with performance improvement and negatively related with costly behaviors such as tardiness, absenteeism, and leave of employment. (Koch and others, 1976; Mowday and others, 1979). In this context, employees with higher organizational commitment level could consider that their organization provides better performance than other organizations and spends less organizational source on processes like providing discipline and personnel recruitment (Perry and Wise, 1990). In literature, an overemphasized concept like organizational commitment is job commitment. It is determined that it is less likely to leave their workplace for individuals who dedicate themselves to their profession (Kohn, 1990; Kanungo, 1979; Lawler, 1986; Pferfer, 1994). On the other hand, employees with job commitment show tendency to leave their workplace at the first opportunity, do not make much effort for their works, or spend their all energy to tasks outside the working area. (Kanungo, 1979; 133).

The difference of job commitment concept from commitment to organization or career is that employee comprehends the importance of his/her profession in his/her life and how it has a central place in life in the direction of disciplinary competencies and skills gained as a result of his/her studies (Özdevecioğlu and Aktaş, 2007, s.5). Employees' intentions to leave of employment are as important as organizational commitment and job commitment.

The state involving separation from qualified and experienced employee who serves in areas requiring advanced and high cost training brings out various charges like training cost for companies. Employee's leaving of employment is among the issues on which organizations put emphasize. For this reason, it is crucial to prevent employees that organizations make investment to a large extent and can lead material and moral loss from leaving. Rusbelt et al., (1988) describes the intention of leave of employment as active and destructive actions which reveal in the cases of not being satisfied with working conditions of organization in which employees are employed within charges. In addition to these, Lambert describes the intention of leave of employment as a cognitive process divided into three parts: thinking, planning, and wanting to leave.

Increasing employees' dedication to the profession and commitment to the organization matters in terms of increasing employee performance and customer satisfaction and decreasing employee turnover rate in accommodation business too. In this study, the relationship between dedication to the profession, commitment to the organization and leave of employment intentions was tried to find out. In addition, it was investigated whether there is a relationship between dedication to the profession, commitment to the organization and leave of employment intentions according to demographic variables. The results of the study contributes to literature in terms of revealing the relationship with each other dedication to the profession, commitment to the organization and leave of employment intentions in accommodation business.

Literature Review

It is possible to come across a lot of definition about organizational commitment which is one of the key issues in organizational behavior literature. For instance, according to Meyer and Allen organizational commitment is described as “a psychological state which expresses employee's psychologic approach to the organization and reflects the relation between employee and the organization, and leads to the decision to continue the organization's membership” (Meyer and Allen, 1997: 11).

According to an approach organizational commitment emerges and develops in three stages (Mowday et al., 1979). The first of these is the stage in which individual adopts and strongly connects himself/herself to the goals and objectives of the organization. In this dimension, individual integrates his/her goal with the goal of organization, identifies himself/herself with the success of the organization, and sees himself/herself as an important part of the organization. The fact that employees integrate their goals and expectations with goals and expectation of the organization reveals the second stage of commitment. Thus, Mow day et al. indicates that the commitment stemming from the unity of purpose will increase organizational effectiveness of individuals, encourage them to show extra effort, and tend to work by providing high level of performance.

In this stage, individual will have internalized individual and organizational expectations, interests, and concerns and become stakeholders to possible results of success or failure of the organization. The fact that sense of commitment is higher in the first and second stage determines individuals' financial and moral investment to the organization. Mowday et al. 1979 expresses this stage as a strong desire of employee to continue the membership of the organization. According to this, employees intend to protect, maintain, and develop their existence in the organization where they integrate with its goals, find support and encouragement for their own goals, and contribute to working processes at a high level.

Employees committed to the organization are proud of being a member of the organization and faithful to goals and values of the institution so they show the highest level of productivity and performance. (Mowday et al., 1974). Tourism establishment, especially the hotel business are labor intensive businesses. Therefore, in this sector employees have particular importance for the organization. That is why in many work literature it is stated that the importance of human resources is a competition factor for hotels (Boella et al., 2005; Hoque, 2002; Hayes et al., 2008). In this context, choosing the appropriate employee and ability to keep qualified and talented employees within the organization are crucial criteria for hotels to enable competition.

All investments which will be made for employees in hotel will turn back as employees' satisfaction, organizational commitment, productivity, increase in service quality, customer satisfaction and as a result increase in performance in the organization (Çakıcı et al., 2010: 721). The success of an hotel is depend on employees' commitment, behaviors and attitudes to the organization (Blaskova et al., 2008). Occupation can be defined as individuals' working in a job in a certain amount of time in order to be able to maintain their lives and to save money (Lee et al., 2000: 800).

And the job commitment is defined as "individuals' commitment to their profession and career related to their profession, their dedication themselves to these factors, and accepting and believing in job ethics and job purposes." (Aslan, 2008:228). In literature job dedication and commitment are seen as the same concepts. It was first seen that the concept of job commitment was identified by Greenhaus in 1971. But job commitment was developed by Morrow for the first time in the sense of today's perception. Carson (1994) defined job commitment as to what extent employees are consciously committed to and to what extent they care about their profession (Carson, 1994:225). The most cited definition about job commitment is the description of internalizing the values about importance and goodness of work in the eyes of individuals. Professional commitment is a concept of attitude which is stable and independent from satisfaction variables (Lodahl, 1964).

Although it has been learned very little about business attitude associated with job commitment, this concept consists of three elements. (Lodahl, 1964) 1 – job commitment is important for both employee and the future of institution. 2- It is a part of quality of working life. 3- It is an indicator of individual performance and corporate events. Employees' commitment to their profession is gradational. This type of commitment is also called as a job commitment. It can be defined as individual loyalty to particular or a specific area (Gouldner, 1957). In the same time job commitment is defined as employees' affective commitment to their profession (Lee and others, 2000:800). Domestic factors in organization such as increasing number of staff in the institutions and correspondingly employees' feeling themselves insecure in the organization made job commitment to more examined issue (Cappelli and others, 1997; Hall and Moss, 1998).

Intention to leave of employment can be explained as employees' tendency to quit (Slattery and Selvarajan, 2005). In literature, by Hom and Griffeth leave of employment is defined as voluntarily intending to quit a job of individuals who work for a fee (Hom and Griffeth, 1995). Leave of employment and intention to leave of employment are two different concepts which are usually compared to each other. While leave of employment is considered as employees' actual separation from the organization, intention to leave of employment is considered as a behavioral attitude of individuals' withdrawal request from the organization (Telli et al., 2012:238).

In related literature, leave of employment is majorly examined in two ways: voluntary leave of employment and obligatory leave of employment. While voluntary leave of employment is the act of quitting one's own job with his/her own free will, obligatory leave of employment is employees' being dismissed or being in the position of leaving job for reasons like having serious illnesses or death (Price, 2004:3-4). Employees who take a decision to leave of employment by getting angry with management, colleagues or a situation in the organization do not exhibit the behavior of voluntary leave of employment. Therefore, intention to leave of employment is a state of voluntary leave of employment because it requires a planning process (Özdevecioğlu, 2004:98).

When the literature is examined, in their study, Daly and Dee (2006) correlated the appearance of intention to leave of employment with factors such as emotional exhaustion, unclear job descriptions, low wages, limited promotion opportunities, job stress, job strain, role ambiguity, discrepancy and conflict. In the study which was conducted about leave of employment behavior and factors affecting it by Cotton and Tuttle (1986), employees' intention to leave of employment was correlated with external factors such as rate of unemployment and alternative job opportunities, organizational components such as form of management, job satisfaction, rewarding, and finally presence of personal factors such as sex age, and family.

External factors which are also identified as environmental factors, such as unemployment rate, job perception, and unions' presence and attitudes are irresistible factors by organizations. The decrease in employment due to the economic crisis limits voluntary leave of employment from the organization. Even if employees carry the intention to quit, for that reason they do not or cannot leave. However, in developed countries, employees' tendency to act in their intention to leave is higher (Özdevecioğlu, 2004:999). Leave of employment is an important decision including many risks, financial and psychological costs.

Therefore, Moffitt, Allen and Weeks (2005) specified that revealing the intention to leave of employment is much easier than realizing leave of employment in real terms. Intention to leave of employment, loss of talents, providing additional personnel, supplying new employee, training costs, problems between new personnel and customer loyal to old employment due to personnel's separation, decrease in productivity and performance in the process until new employees learn the business are problems that leave of employment causes in the organizations (Sanderson, 2003:46; Bingöl, 2006:517).

Birdir (2000) describes the negative effects of leaving the job from the point of view of hotel managements as the inefficiency of novice workers, the fact that novice employees are negatively affected by the high performance of their close colleagues, the low performance of the employees who left the job displayed in the course of leaving the job. The results of intention to leave of employment are of importance for the management. Intention to leave of employment which foreshadows the employees' act of leaving should be sensed by the employers beforehand. In order to minimize the costs which leave of employment will lead to, the managers, in the course of employment procedure, should develop behavior-oriented approaches which reveal the abilities of the individual in order to employ the right employee, and should ensure that rewarding is appropriate and personal (Sanderson, 2003:92; Tütüncü and Demir, 2003:165; Tuna, 2007:51; Firth, Mellor, Moore and Loquet, 2004:181).

In addition, apart from the salary, what motivating factors for the employees are should be identified properly. In their study, Kim and Bryner (2001) state that intention to leave should be placed among the most important points to be emphasized in lodging industry.

While the importance of the subjects of organizational commitment, job commitment and intention to leave are emphasized in the literature, no study regarding the correlation between these variables is found. This study aims to fill this gap in the literature. In the study by testing the correlation between job commitment and organizational commitment, it is expected, apart from contributing to the literature, to contribute to the human resources managers of accommodation management as well.

Research Methodology

In the study, quantitative approach is adopted and field research method is used. Survey technique is implemented in the field research. By doing preliminary research in the stage of structuring the questionnaire, the data obtained from the literature review are evaluated and the scales used in empirical studies are examined. In order for the questions which will be used in the survey to be understandable and suitable for the sector, a scale which is reviewed by two academicians is prepared. Thus, content validity is provided.

The survey used in the study is divided into 4 separate sections. While questions related to demographic features are placed in the first section, the organizational commitment survey which was developed by Allen and Meyer (2006) in order to measure the employees' organizational commitment levels is used in the second section. This survey consisted of 18 questions. According to the factor analysis results of the commitment scale, it is seen that organizational commitment comes under 3 dimensions. It seen that the organizational commitment scale developed by Allen and Meyer also has 3 sub-dimensions. These dimensions are affective commitment, continuance commitment and normative commitment. In the third section, the scale which was reduced to 21 items from a survey of 28 items as a result of factor analysis was used.

The survey was formed by Turhan et al. (2012) in order to identify the factors impacting the levels of job commitments of class teachers in Elazığ as a result of literature review. However, some questions in the survey were either omitted or changed because they were appropriate for the teaching profession and didn't have equivalents in tourism. When the results of the factor analysis regarding the scale of job commitment are examined, it is seen that the scale consists of 3 dimensions. In the study which was carried out by Turhan et al.

In order to identify the factors impacting the level of job commitment of class teachers in Elazığ, the scale consist of 5 dimensions. The questions in the dimensions which were not present in this study showed distribution to other dimensions. The fact that the sectors in which the study was applied were different can be interpreted to be the reason for this. In the last section, a scale consisting of 3 questions was used in order to identify intention to leave. The employees answered the questions in five-level Likert scale as 1 (strongly disagree) and 5 (strongly agree). As population, it was aimed to reach to the employees working in the five-star hotels operating in Taksim Istanbul. However, sampling method was adopted due to the difficulty in accessing to all the employees within the scope of the population, time constraints and economic reasons.

Therefore, the data were collected by choosing samples from the population. In the study, random sampling method was used and one management was randomly chosen for each of the hotels having the characteristics of international hotel chain, national hotel chain and independent hotel management. The most important reason for choosing Taksim Istanbul is that it has quite a lot of facilities in terms of city hotel management. The fact that city hotels are open all the year round unlike seasonal hotels and that therefore employees are constantly exposed to the same kind of effects is thought to have a positive impact on the results of the study. In terms of reflecting the truth. Besides, the fact that Taksim Istanbul has an active framework in every season of the year had also an effect on the decision to carry out the study in Taksim Istanbul. The study was carried out in February 2015 and, according to the list published by the Ministry of Culture and Tourism, 9 five-star hotels were operating in Taksim Istanbul at that time and 2000 staffs were working at those hotels. 5000 surveys were distributed to the employees by means of human resources manager via e-mail and by hand but 932 participants' replies were obtained. After those obtained replies were confirmed to have been filled in a suitable way for the purpose, they were evaluated. For the analysis of the data, ANOVA, Bonferroni and regression analysis were done by using SPSS 20 Program.

Research Results

The profile of the participants is shown in Table 1. When Table 1 is examined, it is seen that 51.8% of participants is male, 51.3% is single, and 25.5% is between the ages of 18 to 23, and 61.5% works as employees. 53.3% has bachelor degree and 25.5% is employed in the front office department.

Table 1: Demographic Profiles

Gender	f	%	Education	f	%
Female	189	48.2	Primary Education	36	9.2
Male	203	51.8	High school	22	5.6
Total	392	100.0	Associate Degree	78	19.9
Age	f	%	Undergraduate	209	53.3
18-23	100	25.5	Graduate	47	12.0
24-29	118	30.1	Total	392	100.0
30-35	83	21.2	Department	f	%
36-41	40	10.2	Front Office	100	25.5
Above 42	51	13.0	Food-Drink	52	13.3
Total	392	100.0	Housekeeping	46	11.7
Marital Status	f	%	Accounting	42	10.7
Married	191	48.7	Sales Marketing	72	18.4
Single	201	51.3	Customer Relations	35	8.9
Total	392	100.0	Human Resources	22	5.6
Title	f	%	Other	23	5.9
Top-level Manager	33	8.4	Total	392	100.0
Mid-level Manager	79	20.2			
Lower-level Manager	39	9.9			
Employee	241	61.5			
Total	392	100.0			

In the study, Allen and Meyer's (2006) scale is used in order to measure organizational commitment. The scale, which consists of 5-level Likert scale type of total 20 expressions, has three dimensions which are affective commitment, continuance commitment and normative commitment. According to the results of the reliability analysis, Cronbach's alpha value for emotional commitment is 0.733, for continuance commitment is 0.85 and for normative commitment is 0.727. General reliability level of the scale is 0.764. These values have the quality to show that the responses received for all the expressions in each of the 3 dimensions are reliable (Şenerbüyüköztürk, 2012, p.171).

Professional commitment scale consists of 5-level Likert-typed 20 expressions. Cronbach's alfa values of the 5 dimensions constituting the scale are respectively 0.847 for job enjoyment, 0.722 for job effort, and 0.792 for job appreciation, 0.887 for social status and 0.710 for job strain. The reliability value of the overall survey is 0.812.

It is possible to claim that these values are reliable (Şenerbüyüköztürk, 2012, p. 171). In the study, a scale consisting of 3 questions was used in order to identify intention to leave of employment. The scale is one-dimensional and, its Cronbach alpha value is determined to be 0.871 according to the result of the reliability analysis. Like the other two scales, it can be claimed that the data obtained from the scale of intention to leave of employment is reliable (Şenerbüyüköztürk, 2012, p. 171).

Table 2: Paired-Samples One-Way ANOVA Test Results

	Mean	ss	n	F	p	Bonferroni
Affective Commitment	3,121	,695	392	3,845	,000	a
Continuance Commitment	3,009	,941	392			*
Normative Commitment	2,992	,619	392			b

The results of the paired-samples one-way ANOVA test, which was carried out in order to identify whether or not organizational commitment levels and types have a significant differentiation, are presented in Table 2. According to the results, the commitment level in terms of dimensions is identified to be mid-level. While the highest commitment level is in the affective commitment, it is seen that continuance commitment and normative commitment follow it respectively.

According to the result of the analysis, although the average levels of the commitment dimensions turned out to be close to one another, it is seen that there is a significant differentiation and that this differentiation is between affective commitment and normative commitment. The results of the paired-samples one-way ANOVA test, which was carried out in order to identify whether or not the differentiation in the dimensions of job commitment is significant, are presented in Table 3.

Table 3: Bonferroni Tests Results

	Mean	ss	n	F	p	Bonferroni
Job Enjoyment	3,210	,858	392	146,257	,000	a
Job Effort	3,799	,713	392			b
Job Appreciation	3,344	,956	392			c
Social Status	2,778	1,185	392			d
Job Strain	2,415	,972	392			e

According to the results of the analysis, job effort was identified to be the highest dimension of job commitment and it was seen that the employees had high levels of commitment in terms of job commitment ($\bar{X}=3.799$). In addition, it was detected that job commitment was mid-level in the dimensions of job appreciation, job enjoyment and social status; it was low-level in the dimension of job strain, though. When the results of the ANOVA and Bonferroni tests are assessed in general, it can be claimed that 5 dimensions differentiate from one another reasonably.

Table 4: Multiple Regression Analysis

	Intention to Leave						
	B	Std. Error	β	t	p	Binary Correlation	Partial Correlation
Stable	4.877	.369	-	13.204	.000	-	-
Affective Commitment	-.339	.097	-.194	-3.505	.001	-.231	-.175
Continuance Commitment	-.184	.069	-.143	-2.681	.008	-.158	-.135
Normative Commitment	-.295	.113	-.150	-2.618	.009	-.272	-.132
R = .329	R ² = .108		Durbin-Watson 1.670		.000	F = 15.735	

The results of the multiple regression analysis which was carried out in order to determine the impacts of the dimensions of organizational commitment on intention to leave of employment are shown in Table 4. The binary and partial correlation level of the dimensions with intention to leave is negative and at a low level but reasonable. In addition, according to the results, the dimensions of organizational commitment account for the 10% of intention to leave of employment at a 0.001 level of significance ($R=.329/R^2=.108$).

Besides, it is seen that each of the three dimensions contributes significantly to the prediction of intention to leave of employment. According to the standardized regression coefficients, the most important predictor variable is affective commitment ($\beta = -.194$). According to this result, it can be stated that the individuals who have high affective commitment will have relatively low intention to leave of employment. In order of priorities, the other two dimensions are ranged as normative commitment ($\beta = -.150$) and continuance commitment ($\beta = -.143$).

Within the context of these results, it can be claimed that the individuals that have high normative and continuance commitment will have relatively low intentions to leave. The results of the multiple regression analysis which was conducted to determine the impact of job commitment on intention to leave of employment is presented in Table 5. Except for job commitment and job strain, it is detected that the binary and partial correlation levels of other dimensions with intention to leave is relatively low, negative but reasonable. The correlation between the dimension of job strain and intention to leave is at a low level but positively correlated. There is not a significant correlation between job effort and intention to leave of employment, tough.

Table 5: Durbin-Watson Test Results

	B	Std. Error	β	t	p	Binary Correlation	Partial Correlation
Stable	1.836	.429	-	4.276	.000	-	-
Job Enjoyment	-.561	.134	-.397	-4.184	.000	-.203	-.108
Job Effort	.063	.101	.037	.625	.532	-.012	-.032
Job Appreciation	.365	.094	.288	3.889	.000	.046	.194
Social Status	.173	.074	.169	2.341	.020	-.029	.118
Job Strain	.168	.063	.134	2.643	.009	.124	.133
R = .255	R ² = .065		Durbin-Watson 1.600		.000	F = 5.391	

According to the results of the regression analysis, the model in which job commitment dimensions are independent variable accounts for approximately 6% of intention to leave of employment at a 0.001 level of significance ($R = .255/R^2 = .065$). On the other hand, it is determined that the dimension of job strain doesn't make a significant contribution to the model, i.e. it doesn't have much importance in predicting the intention to leave. According to the standardized beta coefficients, the order of importance of other 4 dimensions in terms of the prediction of intention to leave of employment is job enjoyment ($\beta = -.397$), job appreciation ($\beta = .288$), social status ($\beta = .169$) and job strain ($\beta = .134$). Within the context of these results, the fact that job enjoyment is high relatively reduces the intention to leave of employment. However, the fact that job commitment appears on the dimensions of job appreciation, social status or job strain relatively raises the inclinations towards intention to leave of employment.

Results and Suggestions

In the study, the correlation between the job commitment, organizational commitment and intention to leave of the employees working in hospitality managements is aimed to be examined. In addition, whether there is a correlation between organizational commitment, job commitment and intention to leave of employment in terms of demographic variables is also investigated. The results of the study contribute to the literature in that it displays the relationship between the concepts of job commitment, organizational commitment and intention to leave of employment in hospitality managements.

The paired-samples one-way ANOVA test is used in order to determine whether there is a significant differentiation between the employees' organizational commitment types and levels. According to the results, the commitment level is identified to be middle in the dimensions of organizational commitment. According to the results of the paired-samples one-way ANOVA test, which was carried out in order to determine whether the differentiation in the job commitment dimensions is a significant one, the dimension that job commitment is highest is identified to be job effort and it is seen that employees have high levels of commitment in terms of job effort. Multiple regression analysis is used in order to measure the impact of organizational commitment and job commitment on intention to leave of employment. The binary and partial correlation levels between organizational commitment dimensions and intention to leave of employment is negative, low but reasonable.

In the job commitment dimensions; however, the levels of binary and partial correlation between the dimensions other than job effort and job strain and intention to leave is determined to be relatively low, negative but reasonable. The correlation between job strain dimension and intention to leave is at a low level but positive. No reasonable relationship is found between job effort and intention to leave of employment. No study comparing organizational commitment and intention to leave is found in the literature. Therefore, this study is thought to contribute significantly to fill this gap. However, intention to leave is most of the time described with concept of organizational commitment in the literature. Several studies examining this relationship revealed that there is a negative correlation between two terms (Allen and Meyer, 1991; Allen and Meyer, 1996; Schwepker, 2001; Meyer et al., 2002). In addition, Loi et al. (2006) proved again in their study that there is negative correlation between intention to leave and organizational commitment (Change et al., 2007).

As a result, the correlation between organizational commitment dimensions and intention to leave of employment turns out to be negative, at a low level but directly related. In the job commitment dimensions; however, it is seen that has a correlation with the dimensions except for job effort and job strain. Since the results are obtained from the analysis of the data from the five-star hotels operating in Taksim Istanbul, it is not appropriate to make generalizations. However, if it is considered that there are managements which have the characteristics to represent the population, some suggestions may be made to appliers. In a number of studies, the importance of organizational commitment for hospitality managements is emphasized. Thus, the idea that the employees have to perform various practices for their commitment to the organization can be proposed as a solution to the important employee problems in the accommodation managements.

In order to increase the employees' commitment to their organizations and professions and to decrease their intention to leave of employment, the managers should consider all the employees' needs and should pay attention to the factors which might reduce the motivations of the employees. Thus, the commitments of the employees' to their organization and profession may increase. One of the limitations of the study is the difficulty to have an access to a large number of people in a short time. In further studies, there may be some differences in the results if a more wide-ranging study is done. Moreover, the relationships between different organizational behavior subjects like motivation, organizational citizenship, alienation and job commitment can be examined.

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