

*Measuring the Level of Commitment in Tertiary Child Health Care Units for Effective Performance in Pakistan*

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The European Conference on Psychology & the Behavioral Sciences 2019  
Official Conference Proceedings

**Abstract**

The aim of the study was to examine the impact of commitment of tertiary child health Care units in Pakistan and to identify factors associated with it. As reform attempts in Pakistan public health sector system have done over the years but regarding the improvement in health performance and delivery especially in child health units which has always stayed below the satisfactory level. For this reason, in this research we are trying to explore other aspects like commitment is chosen to see its impact by keeping other factors as constant. The data was collected from the child caregivers after conducting a cross-sectional study in Quetta, Pakistan. After that, the analysis shows positive relations between employee commitment. However, in this research commitment is divided into three different levels of Affective Commitment (AC), Continuous Commitment (CC), and Normative Commitment (NC) to understand different aspects. As previous studies show that public sector managers or policymakers want a high level of commitment based on that, they need to improve Affective commitment among the employees and decreasing the Normative commitment and to move towards the new techniques like the New Public Management (NPM) which can improve the degrading level of health indicators in Pakistan. Such kind of research will contribute towards empowering the community by building the committed child healthcare.

Keywords: New Public Management, Health Sector, Employee Commitment

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## **Introduction**

Employee commitment is a psychological bonding of an employee to its organization. The measure of level of one's commitment to its organization shows the engagement of an employee. The more he/she is committed, the more the level of commitment towards the organizational goal would be possible to attain. Committed employees are the asset of a progressive organization which ultimately leads the organization to the tremendous success which it strives to achieve.

The current rapid change in Health care facilities and global race of competition, it is hard to work properly at the optimal level without committed employees. Employee commitment is one of the vital components for the effectiveness of employees and organization (Armstrong & Baron, 2005). Health care organizations are focusing on designing policies to enhance work engagement and the level of commitment among employees. To retain the employees for efficient performance is mandatory for the development of the organization (Bashir & Ismail Ramay, 2010). Committed employees are the asset for every organization striving to achieve its goal. Therefore, it is necessary to build the ability of the organization to make the employee efficient.

Commitment implies an aim to persist the line of action which is to be achieved or to be reached. It is, said that the organizations which try to encourage commitment among their employees are supposed to attain the constancy and overcome the effect of turnover which sometimes is costly for the organization. The most common perception of the employer or managers is that if the employees are committed, then they are more probable to go the extra mile and they won't hesitate to work more devotedly for the organizational goal. Some researchers explain that commitment does indeed play a vital role in reducing the negative aspects like a turnover (Tett & Meyer, 1993; Herscovitch, & Topolnytsky, 2002; Morin, Meyer, McInerney, Marsh, & Ganotice, 2015). For that reason, researches have been trying to find ways and testing the three-component model for commitment. The three-component model has established that commitment can be characterized by different aspect which can vary regarding mindsets as an obligation, cost, and benefits (Meyer & Allen, 1991, 1997). As employees who have a strong affective commitment like high Affective Commitment Score (ACS) scores stay and work for the organization because they are willing to. Then, on the other hand, those employees who have strong normative commitment have high Normative Commitment Score (NCS) scores, just stay with the organization because at that instant of time they feel they must. And for those who have strong continuance commitment with high Continuance Commitment Score (CCS) scores have the thinking in mind which says because they have to do so to earn their way of living.

The values that are critical for large organization includes employees' commitment to its organization and when organization appraises commitment it causes a decrease in the graph of withdrawal behavior which includes desertion. Various observations intact studies show employee commitment as the pillar of one's organization's success and leadership style (Lo, Ramayah, & Min, 2009) also the employees with a higher level of commitment show fewer chances of withdrawal behavior. Committed employees are at a higher level of contentment to their jobs. Thus there is no dilemma saying that engaging an employee in the right way opens the door to success very fast. There is a need to dig out the way to lesson down the less committed employees of an organization and nailing down the committed employees to be retained.

The fact has been globalized that mandatory element in deciding an organization's success is the performance of its workers (Ajila&Abiola, 2004). Making the workers work efficiently is also a way each manager should know to make organization at getting success. Thus, vigilant employees are the foundation of employee commitment. For a dynamic working environment that we see especially in the public services sector committed employees establishes the social capital that eases the learning behavior in an organization. Thus, organization has the intellectuals who are the main assets of the organization (Hunjra, 2010) and employees' time, and energy is the primary elements of an organization (Hunjra, 2010). Influential factors which are primary determinants of employee commitment includes things like leadership style of the managers like organizational equality (Ponnu & Chuah, 2010; Karakuş, 2018). If highly committed workers are to be compared with low committed workers, we get a defined line explaining the difference. Highly committed workers to owe the organization as if it belongs to them whereas low committed employees never put their interests in making organization excel. Attractive job offers fetch the employees and resulting in their departure from the organization. The main idea of the whole argument is that committed individuals to engage themselves in such a way that they improve the levels of the organization because they consider themselves as an elemental part of the organization. Where less committed individuals never put their interest, they seem to be narcissistic; they do not show any bondage with the organization and shows fewer concerns with the organization's success.

Employee commitment is defined in many ways by different authors. Akintayo (2010) explained it as a degree to which an employee is an adherent to its organization, at the same time Zheng, (2010) explained it as conduct of employee to its organization and conduct can be of various components. Employee commitment as an extent of attachment and loyalist that employees show towards the organization (Ongori, 2007; Haider et al., 2015).

Various studies have revealed this relationship of an employee to its organization. Like Khan (2010), showed the impact of employee commitment by taking a sample size of 153 employees which were working in public and private sector working in very industrialized oil and gas industry which he analyzed. He concluded and encouraged the managers to cherish the workers to improve their performance and thus increasing organizational productivity.

In Pakistan, the public sector effectiveness is extremely dreadful as per world governance indicators, as it is a most reliable source in measuring the government effectiveness, as it clearly shows that Pakistan. It is among the least efficient group of countries despite all efforts towards reforming the Public sector which is being discussed in detail in further chapters. The government sector is not able to produce the desired results which meant to. The table below shows a complete overview from 2005 till 2015 as in 2005 Pakistan score in Government effectiveness was -0.42 which is coming year fell to the lowest of -0.81 in 2011 for the last year it was about -0.66 which is still very low. In 2015 the Government effectiveness rank was measured 27.40, Government effectiveness for lower range lied at 15.79 and for government effectiveness at the upper position was 43.06.

Table 1: Worldwide Governance Indicators report combined and individual governance over the period 1996–2015.<sup>1</sup>

	Government Effectiveness Scale	Government Effectiveness Estimate	Government Effectiveness, Standard error	Government Effectiveness Rank	Government Effectiveness, Lower	Government Effectiveness, Upper
2005	units	-.42	.17	40.00	27.67	51.46
2006	units	-.36	.17	41.95	29.13	53.40
2007	units	-.46	.19	38.83	24.15	51.21
2008	units	-.70	.19	28.64	14.98	41.55
2009	units	-.78	.19	24.88	11.43	40.95
2010	units	-.76	.19	24.88	13.81	40.00
2011	units	-.81	.19	21.33	12.74	39.15
2012	units	-.78	.19	25.12	13.68	39.62
2013	units	-.79	.19	24.17	14.15	37.74
2014	units	-.75	.20	22.60	15.31	37.32
2015	units	-.66	.20	27.40	15.79	43.06

In the last decade, many studies are dealing with this subject. However, looking for the variability of level of commitment among the health care employees will make a valuable addition in existing knowledge and will direct the health policies to enhance the commitment level to achieve the better goals.

Employee commitment is supposed to be a determinant for achieving organizational goals as the less committed employee will least bother about organization objectives. It is very less likely that they would never put their energies to an organization's success as they will only work for their personnel benefits and growth. Employees with less commitment do not consider them as a part of the organization they treat themselves as they are from outside and do not consider themselves as members for a long period. A more lucrative job will likely attract them, and they will leave their organization for that job regardless of thinking what effect it would have on the organization they are working. On the other hand, workers with a high commitment to an organization consider them as a valuable component of the organization. These employees treat any threat to the organization as a danger to themselves as these types of employees involve themselves in the organization's mission, core values, and works which make their jobs better. In short, these employees own the organization and works full-heartedly.

<sup>1</sup>The governance indicators presented here reflect the statistical compilation of responses on the quality of governance

**Measure description:**

Estimate: -Estimate of governance (ranges from approximately -2.5 (weak) to 2.5 (strong) governance performance)

\*Standard error (StdErr):- \*Standard error reflects variability around the point estimate of governance.

\*Rank:- \*Percentile rank among all countries (ranges from 0 (lowest) to 100 (highest) rank)

Lower: - Lower bound of 90% confidence interval for governance, in percentile rank terms

\*Upper:- \*Upper bound of 90% confidence interval for governance, in percentile rank terms

The research question which is put forward and tried to address in the paper is as, “what aspects affect the employee commitment in public sector organizations in Pakistan?” and the research objective is “to measure the level of employee commitment in tertiary health care units in Pakistan. The goal of this research is to see the relationship between employee commitment by keeping employee commitment as one of the major variables. The idea behind the research is to check the impact of employee commitment on organizational effectiveness.

The study is intended to develop a link in Pakistan working environment more specifically in the context of public sector organization like the Health care sector in Pakistan. After the validation of such kind of a relationship, if so exists, administrators or managers of organizations can adopt various numbers of strategies to improve the level of productivity in their organization and improve employees’ commitment. The significance for selecting this topic for this paper is to give some insights on the crucial and prevailing problem of the health care units focusing on the public sector in Balochistan where the sample data was collected from Sundaman Provisional Hospital Quetta, Balochistan. In these hospitals, the commitment of its employees is not evaluated which would ultimately lead to the degradation of the health sector in Pakistan. Unfortunately, the government has highlighted these problems many times, but it's not been solved to date.

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### **Methodology and Data**

The side-bet theory of employee commitment which is based on Howard Becker’s (1960) notion. The side bet have close relationship between employee commitment and employee behavior but as the scientific knowledge got more advanced they used different dimensions even then they still use Becker affect in later concepts of commitment. Even the influence of the side-bet theory is obvious to be seen in Meyer and Allen’s Scale (1991), which is called the Continuance Commitment. This advanced scale was an instrument for the better testing of the continuance commitment or side-bet approach as its see the three dimensions of employee commitment which were outlined by Meyer and Allen (1991,1997).

After taking into account the research design and problems, the questionnaire has been developed but mainly basing it on Meyer and Allen (1991), (Mowday, Steers, and Porter, 1979; O’Reilly & Chatman, 1986). As Meyer and Allen focused on the dimensions of commitment which have the flexibility in changing the questionnaire as

per the environment. Secondly, it provided a base for further researchers like Mowday (1979) and O'Reilly and Chatman (1986) focusing the same dimensions. So using the Three-Component Model (TCM) of commitment (Meyer & Allen, 1991;1997) gives you a broader overview for measuring employee commitment.

In this study, the populations for this study are the employees in health care units in Balochistan, Quetta. It was tried to cover all the employees working in the childcare units so that the size of respondent won't be less but due to limitations of time and resources, this study wants just kept for only one organization. Probability sampling is used for the research; as in this type of sampling, each member of the have an equal chance to be a part of the sample.

The Questionnaire is developed and is to be filled out by the respondents. The questionnaire is used to measure employee commitment as one key variable to measure commitment. The first section of the questionnaire will be investigating about the respondent's demographical characteristics as we asked the following which includes the dependent variables:

1. Gender
2. Marital Status
3. Age
4. Managerial level
5. Experience in years
6. Qualification

To protect the privacy of the respondents, the questionnaire was designed by keeping this in mind for this reason the individuals were not asked to mention their names, and neither were asked to disclose their identity by any mean. Secondly, it was ensured to keep the information about each respondent confidential.

## **Results of Survey**

For this study, we have taken the questionnaire to be filled which include three types of commitment Affective, Continuous, and Normative Commitment to each type of commitment measure we have eight different variables which combine to give a score for the kind of commitment. As there are many variables, it is important to run the factor analysis as to see the relationship between these variables. For that factor analysis is done which shows the following results. The Questionnaire was comprised of three different types of commitment levels as Affective, Continuous, and Normative all had eight questions to measure the level of each type, and the scale was from 1 to 5, as 1 means strongly disagree, and 5 is for strongly agree. One individual can score a minimum of 5 and a maximum of 40. In this regard, the average, mean, median is calculated based on the scale and values explained above. The total number of observations which have been analyzed for all the study is n=52.

Table 2: KMO and Bartlett's Test Affective Commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.516
Bartlett's Test of Sphericity	Approx. Chi-Square	67.163
	df	28
	Sig.	.000

Table 3: KMO and Bartlett's Test Continuous Commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.613
Bartlett's Test of Sphericity	Approx. Chi-Square	45.337
	df	28
	Sig.	.020

Table 4: KMO and Bartlett's Test Normative Commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.440
Bartlett's Test of Sphericity	Approx. Chi-Square	45.264
	df	28
	Sig.	.021

The value of KMO test value is 0.516, 0.613 for the affective and commitment scores respectively shows appropriate values which are in the appropriate range from 1 to 0.5. Other than normative which is 0.440 which is close to 0.5 the other two are in range. The other test Bartlett's test show 0.000, 0.020 and 0.021 value of the variable significance level and factor analysis for the affective, continuous and normative on the given data set is appropriate to be done.

**Gender Level Commitment Analysis:**

The following reflects the average scores of the three level of commitment affective, continuous and normative as in comparison to the gender level which is divided in two male and female. The analysis of the result shows that the level of average affective commitment score is 27.44 in males as compared to 25.56 in females. The females have a higher average score in Normative commitment which is 27.67 whereas males average score in normative is 26.53.

Table 5:

	Gender	
	Male	Female
Average of Affective Commitment	27.44	25.56
Average of Continuous Commitment	26.51	24.89
Average of Normative Commitment	26.53	27.67

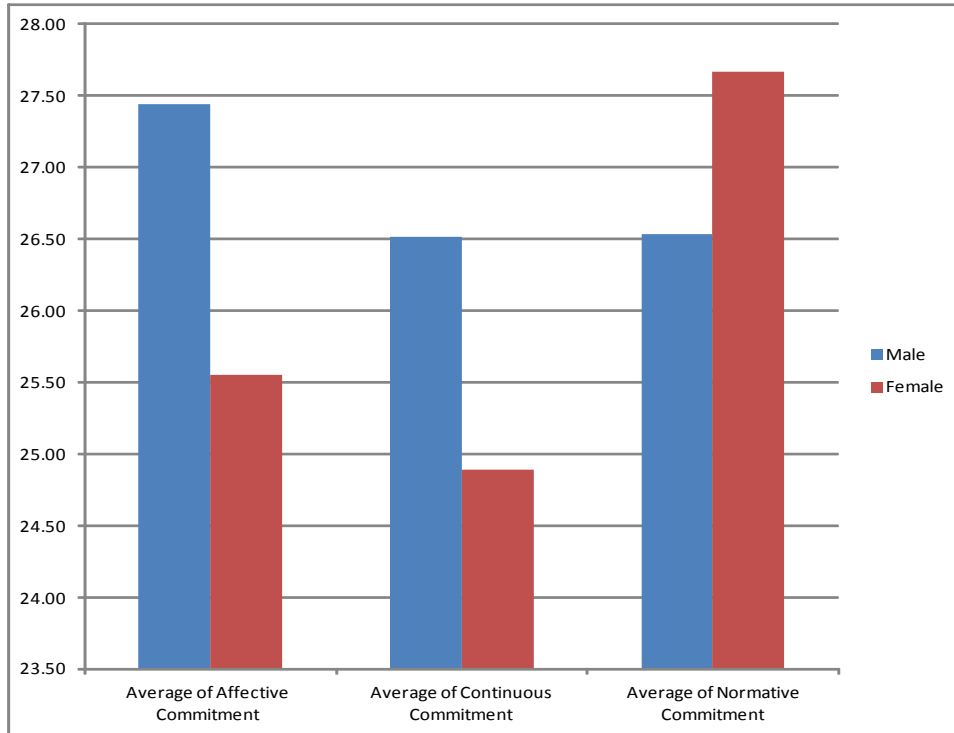


Figure 1: Commitment Level by Gender

***Marital Level Commitment Analysis:***

Marital status has two groups married and unmarried, as it was compared with three levels of commitment affective, continuous and normative. It shows that unmarried employees have much higher level of average effective commitment score of 27.91 in comparison to the married average score of 25.74. The married employees have a higher score of average normative commitment score of 26.32. that shows that unmarried employees are much more committed and are able to perform more than the married counterparts.

Table 6:

	: Marital Status	
	Married	Unmarried
Average of Affective Commitment	25.74	27.91
Average of Continuous Commitment	25.63	26.58
Average of Normative Commitment	26.32	26.97



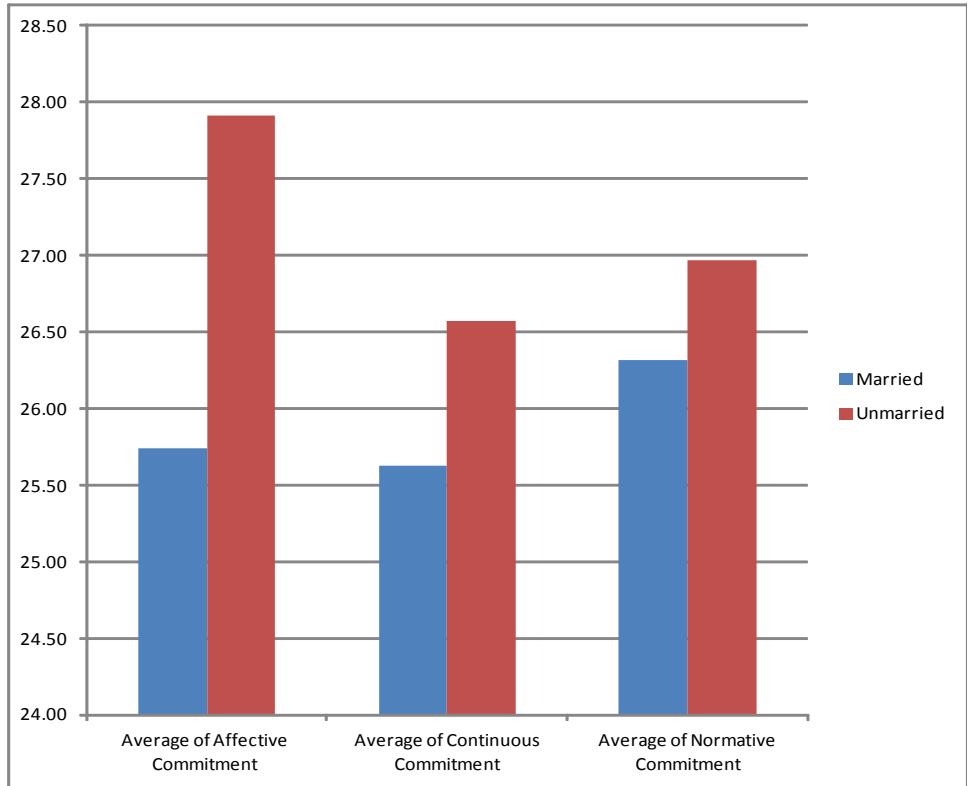


Figure 2: Commitment Level by Martial Status

***Age Level Commitment Analysis***

The Questionnaire which was filled by the respondent they were asked for their age groups as to see the level of commitment in which age group is more and also to see which type of commitment score is more. The table and graph below show that the employees in range 51-60 showed a high average score of 28.37 in affective commitment. For the age group, 41-50 had continuous and normative score at same level 26.67 whereas there affective commitment score is less as 25.22.

The Same trend was seen in range 31-40 there continuous commitment score of 27 which is higher among the other score of 26 and 26.47 for affective and normative commitment respectively. Last range 20-30 showed that like the employees in there 51-60 they have a higher score of 27 in affective commitment other than other scores of 22 and 24 for continuous and normative commitment.

Table 7:

	Age Ranges			
	20-30	31-40	41-50	51-60
Average of Affective Commitment	27	26	25.22	28.37
Average of Continuous Commitment	22	27	26.67	25.81
Average of Normative Commitment	24	26.47	26.67	27

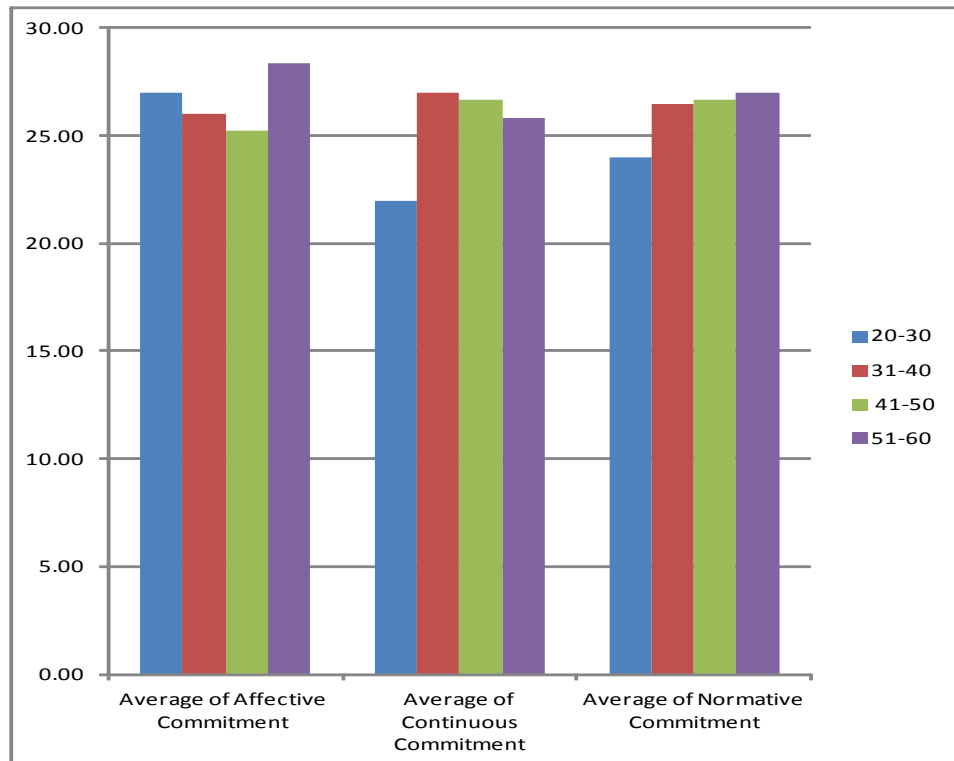


Figure 3: Commitment Level by Age

### ***Managerial Level Commitment Analysis***

Based on the data the analysis is made as per the theory of (Meyer & Allen, 1991; Meyer & Herscovitch, 2001) the employee behavior depends on upon its tendency or behavior attachment of his towards the organization which we can analyze in terms of time being sent to the organization at the managerial level. Like in this study we have divided the number of the managerial level into three categorized top level, middle level, and lower level. We can see as which type of managerial level shows which type of commitment and what is the effect of the level of performance as well through this variable, Following are the table showing for each managerial level.

Table 8:

	Managerial Levels		
	Low Manager	Middle Manager	Top Manager
Average of Affective Commitment	26.75	26.85	27.67
Average of Continuous Commitment	28.63	26.03	25.44
Average of Normative Commitment	27	27	26.22

As the table shows that the level of average commitment score when compared in terms of the managerial levels. Like the top level managers have a higher score of affective commitment score of 27.67 as compared to middle and lower level. On the other hand, middle-level managers have higher normative commitment average score of 27, and for lower level managers their continuous commitment score is higher at 28.63. This shows that the government effectiveness in Pakistan as according to World Governance indicators also reflect same results, as Government effectiveness in higher grades is more than the lower grades.

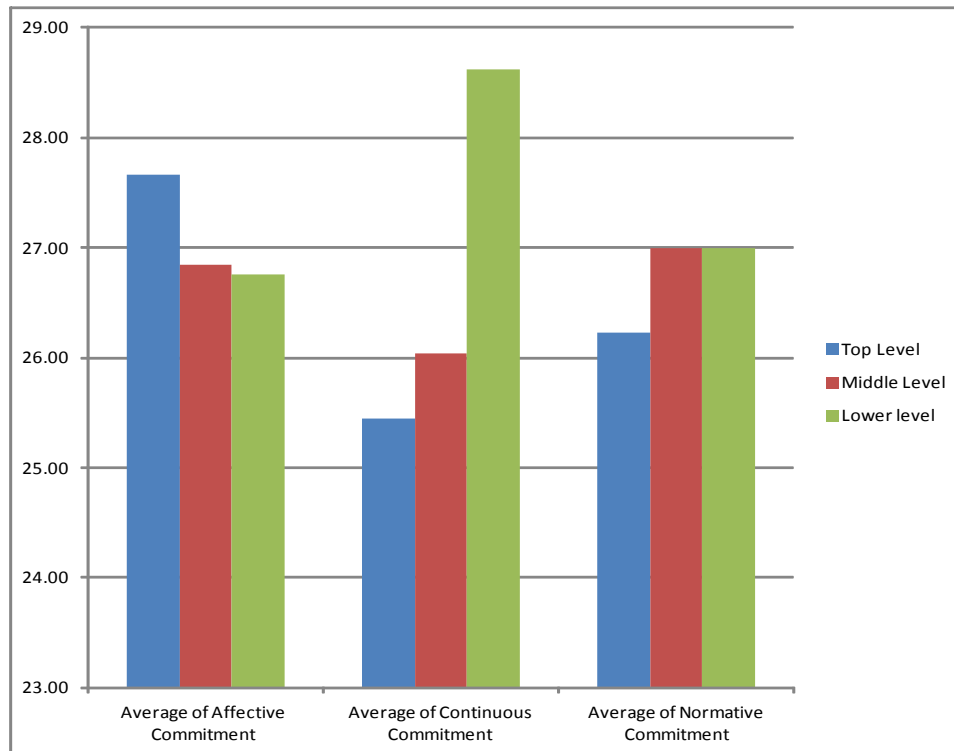


Figure 4: Commitment Level by Managerial wise

***Experience Based Commitment Analysis:***

The data analysis based on experience when comparing the 1-4 and 12-> experience category shows with more years of experience the more the average score of affective commitment be as 27.18. The category 1-4 has a higher average score of continuous and normative commitment as 30.50 and 30 respectively. As for category 4-8, some have the same score in affective and normative commitment as 26.73 which show that as some sections are showing good performance those individual have a higher score and the sections with low performance is due to low normative commitment. For the category 8-12 there all average scores lie in very close range as 27.24, 27.29, and 27 for affective, continuous and normative respectively showing the mixed pattern with a mixed level of performances.

Table 9:

	Experience			
	1-4	4-8	8-12	12 - >
Average of Affective Commitment	27.50	26.73	27.24	27.18
Average of Continuous Commitment	30.50	25.64	27.29	25.32
Average of Normative Commitment	30.00	26.73	27.00	26.23

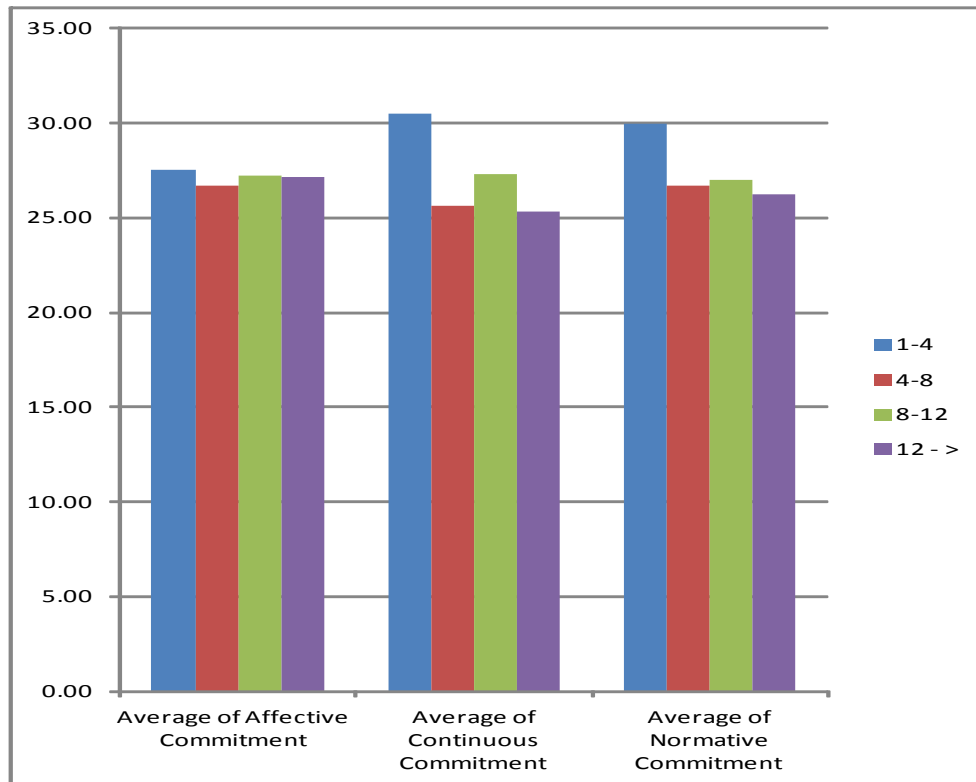


Figure 5: Commitment Level by Experience

***Qualification Based Commitment Analysis:***

The data which was gathered showed as the employees which have been analyzed are the organizational manager so these managers the minimum qualification is bachelor's level, so most response for this is categorized into two set only bachelor's level and masters level. As the data and graph show that the affective commitment average score is higher for the individuals which have attained master's level education. Whereas the employees which have done bachelor's degree have a lower score of 26.67 in affective commitment and 26.33 in continuous commitment but a higher score in normative commitment as 27. That indicate that higher the level of education the higher level of commitment can be expected as the employees become more knowledgeable and skilled to perform is a much more efficient way to the organization's objectives, and that will lead to higher level of performance.

Table 10:

	Qualification Level	
	Bachelor's Level	Masters Levels
Average of Affective Commitment	26.67	27.14
Average of Continuous Commitment	26.33	26.22
Average of Normative Commitment	27.00	26.71

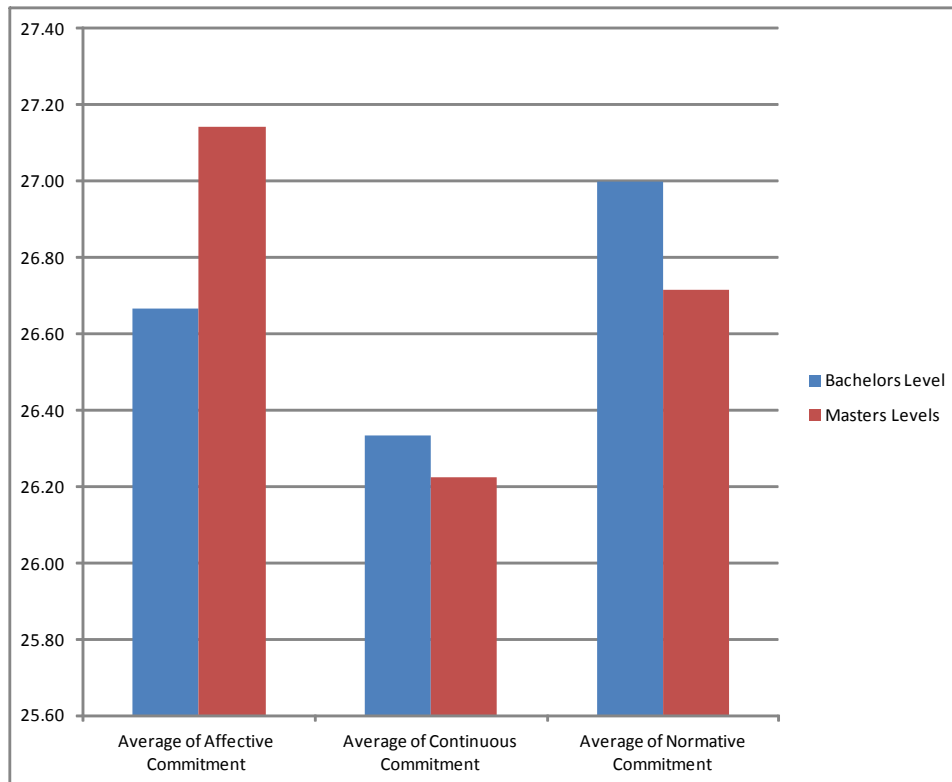


Figure 6: Commitment Level by Qualification

## Conclusion

The purpose of this study was to explore the level of different types of commitment among Health care providers in child health care units. We found that Affective commitment was found higher in males, un-married, higher age, and having experience of 1-4 years and greater than 12 years. After identifying these factors it can help designing policies to enhance the level of commitment to improve service delivery. The mechanism of commitment level in the organization, especially in the public sector, showed that only two types of commitment like affective and normative are more significantly related to performance. On the other hand showing no significance or impact towards continuous commitment which is usually found in other organizations as done in earlier studies, which is also different from the theory of commitment as employees show different levels of commitment scores within the same organization. This study comprises of public sector employees, and they show a different mechanism which can explain the mindset which prevails in public health sector in Quetta.

This study was able to find that the three components which we analyzed Affective Commitment, Continuous Commitment, and Normative Commitment can be measured more reliably. However, there was some overlap between Affective and Normative commitment, both were relatively independent of continuance commitment. The results of this research have revealed relationships between the commitment measures, particularly affective and normative commitment for child health care units in Sandeman Hospital Quetta, Pakistan.

In-depth analysis would allow policymakers to design more effective policies decrease the level of employees quitting behavior and on the other hand, it will allow

enhancing better standards of living for the general public which is suffering due to all these organizational level problems. In addition to that, it will also help to make effective strategies which will enable the policymakers to design in such a way that also helps in the growth of public sector employees. As these employees feel deprived when it comes as of giving benefits to them in shape of perks, promotion, education, training, and most important financial benefits.

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