

# The Effect of Workplace Fun on Work Engagement and Affective Organizational Commitment in E-commerce

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**Abstract.** The high growth of the workforce in e-commerce companies is admitted by the Indonesian E-commerce Association, along with high employee turnover. Therefore, employees' commitment is an issue that e-commerce companies have to face. Affective organizational commitment can be improved by increasing work engagement, which can increase if the company has workplace fun. This study aims to determine the effect of workplace fun on affective organizational commitment mediated by work engagement. This study used a quantitative approach through the structural equation model to 260 respondents. The results showed that workplace fun has not directly affected affective organizational commitment. But work engagement was positively significant in providing an indirect effect between workplace fun and affective organizational commitment.

**Keywords:** Affective Organizational Commitment; Workplace Fun; Work Engagement; E-commerce

## I. Introduction

The digital economy in Indonesia is predicted to grow 8 times in 2030 from IDR 632 trillion to IDR 4,351 trillion. From this prediction, it is estimated that around 34% trillion will be contributed by e-commerce (Ministry of Finance of the Republic of Indonesia, 2021). This is also in line with data released by Google, Temasek, Bain & Company (2021), that the e-commerce sector experienced the fastest growth from 2020 to 2021 at 52%. E-commerce is one part of the digital economy where companies in this sector exchange goods and services that usually occur between independent organizations and or between individuals supported by comprehensive use of strong information and communication technology (ICT) systems and global standardized network infrastructure (Kutz, 2016; Turban, King, Lee, Liang & Turban., 2015). This has an impact on increasing demand for labor in the e-commerce sector. Based on data released by Statista (2022), it is known that in 2022 Indonesia has 26 million employees working in the e-commerce sector. This is a big increase, because there has been an increase in employees of around 63% when compared to the number of employees in the e-commerce sector in 2020 which amounted to 16 million people (Statista, 2022).

However, e-commerce companies also find it difficult to balance the development of their industry by attracting talent that is considered the best or best fit (Patchet & Poole, 2021). However, the problems faced are not limited to finding talent, but also maintaining existing talent. This is supported by the statement Noor, Zainuddin, Panigrahi, & Rahim (2018) in their research on organizational commitment, resignation is one of the main problems in e-commerce companies. The Indonesian E-commerce Association considers that the high growth of new workers in the e-commerce sector is accompanied by high employee turnover as well (Rahayu, 2018). This is indicated by the percentage of turnover in the e-commerce sector, which on average is able to reach 19.22% per year (Rahayu, 2010).

The high turnover rate indicates the low organizational commitment of employees to an organization (Bachri & Solekah, 2021). Organizational commitment is a psychological state that binds individuals to the organization (Allen & Meyer, 1990). Organizational commitment is pivotal and at the same time one of the main problems faced by company employees in the technology industry, including e-commerce companies (Nangoy & Hamsal, 2018; Naqvi & Bashir, 2012). Organizational commitment is classified into 3 sub-dimensions based on the underlying reasons for survival, namely affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990). Döckel, Basson, & Coetzee (2006) in their research explained that affective commitment is the strongest organizational commitment possessed by company employees in the technology industry, including e-commerce companies. Affective commitment is considered to be the essence of organizational commitment because it is able to predict problems faced by organizations related to employee feelings such as trust, cohesion and a sense of stress as well as worker behavior such as length of service, turnover, absenteeism, organizational citizenship behavior and employee performance (Mercurio, 2015).

Affective organizational commitment can be increased through the development of the existing organizational culture (Diah & Cahyadi, 2020). Organizational culture in companies in the technology industry, such as in e-commerce companies, is identical to work hard, play hard. Deal and Kennedy (1982) identified this kind of work hard, play hard culture is the basic idea of having fun in the workplace or workplace fun (Mousa, 2021). According to Tews, Michel, & Allen (2014), a company that has workplace fun can be indicated by 3 things, namely fun activities, coworker socializing and manager support for fun.

Increased workplace fun in fact does not directly form affective organizational commitment. Tews, Michel, Xu, & Drost (2015) proves that there is a positive relationship between workplace fun and work engagement. A pleasant work environment can increase vigor, dedication and absorption which are dimensions of work engagement. When employees are bound, they can voluntarily commit to the company (affective organizational commitment). This proves that work engagement has a mediating role between workplace fun and affective organizational commitment (Ampofo, 2020). Therefore, this study aims to determine how the influence of workplace fun on affective organizational commitment mediated by work engagement on employees of e-commerce

## **II. Literature Review**

### **Workplace Fun**

Workplace fun is any social, interpersonal or task activity at work that is considered fun and provides entertainment for individuals (Fluegge-Woolf, 2008). Workplace fun can also be considered as an aspect or feature of the work environment that has the potential to encourage a person's positive feeling reactions such as feelings of pleasure and amusement (Michel, Tews, and Allen, 2017). Workplace fun contains 3 sub-dimensions, namely fun activities, coworker socializing and manager support for fun. Fun activities are various social activities held by the organization to increase the fun among its workers. Usually these socializing activities are carried out in teams (Karl et al., 2005). Coworker socializing is characterized by friendly relationships that are formed between workers inside and outside the work environment which is characterized by the treatment of coworkers as friends, sharing stories and joking with co-workers which is gradually able to foster a friendly, open, and caring attitude (Becker, 2012; Chiaburu and Harrison, 2008; Tews, Michel, and Allen, 2014). Manager support for fun is the degree to which organizational management allows and encourages employees to have fun at work (Tews, Michel & Allen, 2014).

### **Work Engagement**

Work engagement is a positive and satisfied and related state of mind of workers which is characterized by vigour, dedication, and absorption (Schaufeli, 2012). Vigour is the stamina and high mental elasticity that a person has during work. Vigour is characterized by a person's desire to try to work (Schaufeli, 2006). Dedication is a person's involvement in work which is shown through significant feelings such as pride in work (Schaufeli, 2006). Absorption is described as feeling dissolved or engrossed in work. Time seems to pass quickly when working if one has high absorption (Schaufeli, 2006).

### **Affective Organizational Commitment**

Organizational commitment is basically a psychological state or mindset that binds employees to an organization (Allen and Meyer, 1991). According to Allen and Meyer (1991), organizational commitment is divided into 3 sub-dimensions, namely affective commitment, continuance commitment and normative commitment. Affective commitment is the psychological attachment of an employee to the organization which causes employee to voluntarily be involved in the work in the organization. Continuance commitment is the employee's attachment to the organization that is motivated by economic and non-economic motives such as relationships with colleagues and career investment. Normative commitment is the employee's attachment to the organization because of the employee's obligations and loyalty (Allen and Meyer, 1991). Of the three dimensions mentioned above, affective commitment plays an important role in instilling organizational goals, involvement of organizational members and loyalty to the organization (Kim, 2014). This is because affective commitment is closely related to emotional attachment and involvement of employees to the organization (Allen, & Meyer, 1990). In addition, affective commitment is a link between individuals and the organization, where a sense of belonging to the organization makes employees feel proud (Meyer, & Allen, 1991). Affective commitment also focuses on the bond between workers and employers as an emotional attachment that shows the strong social exchange between members and the organization (Kim, 2009). This is because affective commitment is closely related to emotional attachment, attachment and involvement of employees to the organization (Allen, & Meyer, 1990). In addition, affective commitment is a link between individuals and the organization, where a sense of belonging to the organization makes employees feel proud (Meyer, & Allen, 1991). Affective commitment also focuses on the bond between workers and employers as an emotional attachment that shows the strong social exchange between members and the organization (Kim, 2009).

### **The Relationship Between Workplace Fun and Affective Organizational Commitment**

Feelings of affection can be triggered when an employee feels happy to be in the work environment. Workplace fun according to Djastuti, Rahardjo, Irviana, & Udin (2019) can reflect and

increase affective organizational commitment. Employees who feel joy at work tend to show more positive behavior and affective behavior towards their work (Weiss, 2002). In addition, Poon (2004) also argues that a pleasant mood and 'humor' at work that is spread among employees has a strong relationship between emotions that are awakened with affective organizational commitment. So if someone is happy or in a good emotional state, it will affect the perceived affective organizational commitment as well.

**H1: Workplace fun has a direct positive effect on affective organizational commitment**

**Relationship Between Workplace Fun, Work Engagement and Affective Organizational Commitment**

Karatepe & Karadas (2015) argued that work engagement has an intermediate effect between challenge stressors and affective organizational commitment. Plaster and Hutchison (2016) argued that work engagement is associated with positive psychological and emotional conditions such as enjoyment, excitement and enthusiasm. Becker & Tews (2016) also argued that pleasure is a type of resource that has social and interpersonal essence that can help individuals to improve social relations, provide social support to cope with the pressures of service-oriented work, and cause individuals to be immersed in their work. Sonnentag (2003) believes that pleasure can allow employees to take a break during work and recharge themselves, which can help employees become more dedicated in their work. Dedication as one of the sub-dimensions of work engagement can then trigger the growth of affective organizational commitment. Based on the description above, the researcher proposes a hypothesis:

**H2: Work engagement positively mediates the relationship between workplace fun and affective organizational commitment**

From the explanation above, it can be seen that the research model used in this study can be described as in Figure 1.

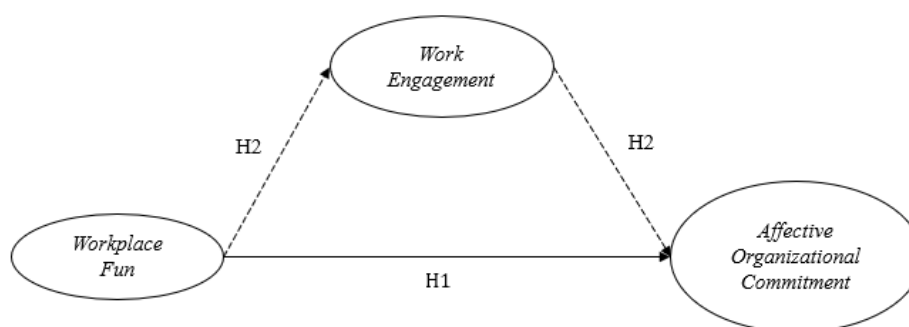


Figure 1. Research Model

**III. Research Method**

This study was conducted using a quantitative approach. The study was conducted on 260 respondents who are employees who have worked in e-commerce companies in Indonesia for at least 1 year. Primary data was obtained through an open-ended questionnaire regarding workplace fun, work engagement and affective organizational commitment which was collected through Google Form. The questionnaire was given in 6 Likert scale. Research instruments related to workplace fun were cited through 14 instrument items developed by Tews, Michel and Allen (2007). Research instruments related to work engagement were cited through 17 instrument items developed by Schaufeli and Bakker (2007). Research instruments related to affective organizational commitment were cited through a 4-point instrument developed by Allen and Meyer (1990). While secondary data was obtained through literature studies through books, journals and online articles related to research variables.

Table 1. Research Statement Indicators

Variable	Dimension	Indicator	Statement
Workplace Fun	Fun Activities	WFFA1	At my workplace, there is a public celebration of work accomplishments
		WFFA2	At my workplace, there is a team building activity

		WFFA3	In my workplace, there is recognition/reward for personal achievements
		WFFA4	In my workplace, there is recognition/reward for personal achievements
		WFFA5	At my workplace, there is competition between employees
	Coworker Socializing	WFCS1	My co-workers and I exchange stories
		WFCS2	Me and my co-workers exchange jokes with each other
		WFCS3	Me and my co-workers exchange jokes with each other
		WFCS4	Me and my co-workers exchange jokes with each other
	Support Manager	WFMS1	My boss encourages his employees to enjoy their work
		WFMS2	My boss emphasizes / prioritizes the fun of employees at work
		WFMS3	My boss tries to make my job fun
		WFMS4	My boss cares about employees who can enjoy their work
		WFMS5	While at work, my boss allows his employees to do other fun activities
	Vigor	WEV1	When I work, I feel strong and excited
		WEV2	When I work, I feel full of energy
		WEV3	When I wake up in the morning, I'm so excited to go to work
		WEV4	I can continue to work for a long time
		WEV5	When I work, I'm mentally tough
		WEV6	At my work, I always persevere, even when things don't go well
Work Engagement	Dedication	WED1	I am enthusiastic about my work
		WED2	My work inspires me
		WED3	I am proud of the work I do
		WED4	I feel that the work I do is full of meaning and purpose
		WED5	For me, my job is challenging
	Absorption	WEA1	I feel happy when I work intensely
		WEA2	I'm lost in my work
		WEA3	I get carried away/lost time at work
		WEA4	Time goes fast when I work
		WEA5	When I work, I forget other things around me
WEA6		It's hard for me to get away from my job	
Affective Organization Commitment	AOC1	I would be very happy if I could spend the rest of my career with the organization I work for now	
	AOC2	I like to talk about the organization I work for with other people who don't work at the organization I work for	
	AOC3	I really feel that the problems of the organization I work for now are my problems too	
	AOC4	The organization I work for now means a lot to me personally	

Sources: Allen and Meyer (1990), Schaufeli and Bakker (2007), Tews, Michel and Allen (2007).

The data that has been collected is then processed and analyzed through a structure equation model (SEM) which is carried out through the LISREL 8.8 software. The SEM technique was chosen because it is considered capable of testing complex models and quite a lot of variables simultaneously so that it is considered more effective in testing the influence between complex variables and models with mediators (Wijanto, 2015). There are two main steps in SEM analysis, namely the measurement model test and the structural model test. In the measurement model test, confirmatory factor analysis (CFA) value needs to be analyzed. The CFA value in the measurement model test can describe the validity test. Meanwhile, in knowing the reliability of the SEM, the composite reliability measure (CR) and variance extracted measure

(VE) values are need to be calculated. An instrument that is considered reliable if it has a CR value of 0.70 and an AVE value of 0.50. After that, test the structural model in order to determine the direction and significance of the influence or relationship between research variables. This test can be analyzed by looking at the t-value and standardized loading factors (SLF). The hypothesis can be declared accepted if the t-value is 1.65 and the SLF value is > 0.50 (Hair, Black, Babin, & Anderson, 2019). Calculation of direct, indirect and total effect is being used to determine the mediating role of work engagement between workplace fun and affective organizational commitment.

#### IV. Results and Discussion

##### Result

From the results of the study in Table 2. it can be seen that all research indicators both on the 1st order and 2nd order are valid because they have an SLF value of 0.50. In addition, the CR value for all dimensions are above 0.70 so that it also meets the validity requirements. Meanwhile, if viewed from the AVE value, it is known that almost all dimensions have an AVE value of 0.50. However, the affective organizational commitment variable has an AVE value of 0.44 which actually does not meet the reliability requirements. Even so, according to Fornell & Lacker (1981), as long as the CR value meets the requirements, if the AVE value < 0.50 it can still be considered to meet convergent validity. Convergent validity can be interpreted that the existing size still has a relationship with other measures of the same phenomenon (Cheah, Sarstedt, Ringle, Ramayah & Ting, 2018; Hair et al., 2017). So it can be concluded that all research variables can be considered valid and reliable.

Table 3. Measurement Item of The Construct

Variable	Dimension	Items	mean	SLF 1st Order	SLF 2nd Order	CR	AVE	Conclusion
Workplace Fun	Fun Activities	WFFA1	4.58	0.66	0.71	0.8 7	0.69	Reliable & valid
		WFFA2	4.81	0.71				
		WFFA3	4.69	0.76				
		WFFA4	4.55	0.75				
		WFFA5	4.71	0.56				
	Coworker Socializing	WFCS1	4.89	0.86	0.84			
		WFCS2	5.26	0.79				
		WFCS3	4.90	0.65				
		WFCS4	4.80	0.66				
	Support Manager	WFMS1	4.79	0.71	0.92			
		WFMS2	4.67	0.84				
		WFMS3	4.60	0.93				
WFMS4		4.61	0.93					
Work Engagement	Vigor	WEV1	4.90	0.79	0.92			
		WEV2	4.85	0.86				
		WEV3	4.65	0.79				
		WEV4	4.65	0.72				
		WEV5	4.87	0.69				
		WEV6	4.99	0.54				
	Dedication	WED1	4.91	0.82	0.85	0.8 4	0.64	Reliable & valid
		WED2	4.65	0.80				
		WED3	5.13	0.82				
		WED4	4.85	0.87				
Absorption	WEA1	4.64	0.58	0.59				
	WEA2	4.15	0.79					

Variable	Dimension	Items	mean	SLF 1st Order	SLF 2nd Order	CR	AVE	Conclusion
<i>Affective Organizational Commitment</i>		WEA3	4.22	0.79				
		WEA4	4.76	0.69				
		WEA5	4.14	0.74				
		WEA6	4.01	0.74				
		AOC1	4.20	0.71				
		AOC2	3.97	0.52	-	0.7 5	0.44	Reliable & valid
		AOC3	3.86	0.70				
		AOC4	4.46	0.69				

Source: Data processing (2022)

Table 4 presents data that is able to explain the level of fitness of the research structural model through the output value of goodness fit indices (GOF). From the GOF indicators value, it can be seen that almost all indicators meet are good fit except for the p-value which is considered to be poor fit. The p-value obtained is  $0.00 < 0.05$ . However, Wijanto (2015) states that there are no GOF indicators that can be considered exclusively to evaluate the overall value of the model. Therefore, because most of the GOF indicators are considered good fit, it can be said that the structural model has a good fit test value.

Table 4. Structural Model Fit Test

GOF Indikator indicator	Match Standard Value	Count Result Value	Conclusion
<i>Absolute Fit Indices</i>			
p-value	0.05	0.00	Poor Fit
RMSEA	0.08	0.08	Good Fit
SRMR	0.05	0.05	Good Fit
GFI	0.90	0.93	Good Fit
<i>Incremental Fit Indices</i>			
NFI	0.90	0.96	Good Fit
NNFI	0.90	0.97	Good Fit
CFI	0.90	0.98	Good Fit
IFI	0.90	0.98	Good Fit
RFI	0.90	0.95	Good Fit

Source: Data processing (2022)

From Figure 2. it can be concluded that the direct effect of workplace fun on affective organizational commitment is not significant because it has a t-value of -0.06 (does not meet the requirements that the t-value  $> 1.65$ ). Meanwhile, the relationship between workplace fun on work engagement and work engagement on affective commitment can be said have a positive significant direct effect because it has a t-value  $> 1.65$ .

While the mediation relationship of work engagement can be seen from the calculation of direct, indirect and total effect based on the SLF value. According to Baron and Kenny (1986) there are several mediation relationships, namely partial mediation and full mediation. The mediating variable can be said to have a partial mediation role if in a path there is a significant relationship between exogenous and endogenous variables and the presence of mediating variables can increase the overall significance of the effect. While the mediating variable can be said to have a full mediation role if in a path the relationship between exogenous variables and endogenous variables is not significant and the presence of mediating variables is able to increase the overall significance of the effect. From the calculation results in Table 5. it can be seen that the direct effect is not significant and the total value of the effect is greater than the direct effect ( $0.64 > -0.01$ ). Therefore, it can be said that work engagement provides a full mediating role between workplace fun and affective organizational commitment.

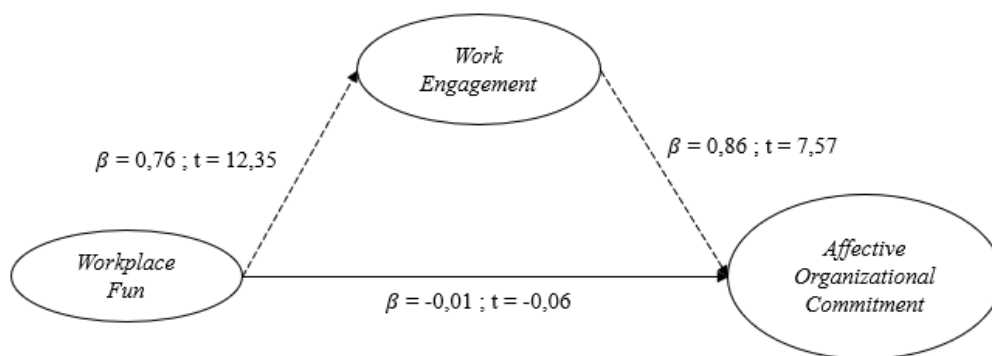


Figure 2. Path Diagram

Table 3. Summary of Hypothesis Analysis

Hypothesis	Path Analyst	Direct Influence	Indirect Influence	Total Influence	Conclusion
H1	WF→AOC	-0.01	-	-	Not significant
H2	WF→WE→AOC	-0.01	0.65	0.64	Significant positive

Source: Data processing (2022)

Furthermore, the value of the coefficient of determination ( $R^2$ ) can be seen to be able to evaluate how much each exogenous latent variable is able to explain the endogenous latent variable (Wijanto, 2015). From the processed data, it can be seen that work engagement is a mediating variable that is able to explain workplace fun by 0.58 or 58%. In addition, workplace fun can be explained by other variables outside of work engagement by 42%. Meanwhile, overall workplace fun and work engagement can explain affective organizational commitment by 0.74 or 74%. In addition, affective organizational commitment can be explained by variables not examined in this study by 26%.

### Discussion

Based on the the structural test value, it can be seen that the workplace fun workplace fun has no direct effect on affective organizational commitment. This means that the greater the workplace fun in a work environment, the smaller the affective organizational commitment that is built on employees. According to Georganta & Montgomery (2022), a high level of workplace fun in an organization does not necessarily have a significant impact on the organization, even the existence of workplace fun can increase the desire to resign and reduce affective organizational commitment. This could be because organizations that over-promote workplace fun can lead to distrust and cynicism (Fleming, 2005; Fleming & Sturdy, 2011; Georganta & Montgomery, 2022; Plaster et al., 2015). Workplace fun promotion can be realized by the organization in the form of fun activities. Fun activities can be connoted with the existence of team building, celebration events or employee recognition and other social events. From the structural test results, it can be seen that the SLF value for the fun activities dimension is lower than the other two workplace fun dimensions, namely coworker socializing and manager support for fun. This indicates that the existence of fun activities in e-commerce companies exists, but its employees do not really feel it. Plaster et al. (2015) even emphasized in their research that only one over five employees can enjoy having real workplace fun.

The presence of workplace fun also indicates a feeling of freedom and security to express yourself. Doing fun things in the work environment can be considered as joy or shows a close relationship between employees. But having fun in the work environment can also trigger feelings of jealousy that can lead to mocking attitudes among employees. Therefore, having workplace fun can be fun or trigger bullying (Georganta & Montgomery, 2022). Coworker socializing as a dimension of workplace fun can be interpreted with various socializing activities such as talking and exchanging jokes. WFCS1 is an indicator of coworker socializing that has the highest SLF value which indicates that employees in e-commerce companies have a high intensity of exchanging stories with their colleagues. Conversations between employees can occur in a variety of contexts including gossiping (Georganta & Montgomery, 2022). Meanwhile, the intensity of employees in e-commerce companies in exchanging laughs and jokes is also

high. This is indicated by the SLF value for WFCS2 which is an indicator of coworker socializing with the second highest SLF value. In the process of exchanging jokes, ridicule is often thrown which was originally intended as a joke. However, often this ridicule can be something that hurts one party (Georganta & Montgomery, 2022). So it can be said that the higher the level of coworker socializing, the higher the tendency for gossip or ridicule to occur between employees (Georganta & Montgomery, 2022). This bad social connotation can cause frustration, discomfort and feelings of not being able to adapt in the work environment. Gradually this is able to create emotional exhaustion and burnout that makes low affective commitment (Georganta & Montgomery, 2022). Based on the explanation above, it can be concluded that workplace fun does not have a direct effect on affective organizational commitment or it can be said that hypothesis 1 is rejected. the higher the tendency for gossip or ridicule to occur between employees (Georganta & Montgomery, 2022). This bad social connotation can cause frustration, discomfort and feelings of not being able to adapt in the work environment. Gradually this is able to create emotional exhaustion and burnout that makes affective commitment formed in employees with low organizations (Georganta & Montgomery, 2022). Based on the explanation above, it can be concluded that workplace fun does not have a direct effect on affective organizational commitment or it can be said that hypothesis 1 is rejected.

Workplace fun is a kind of work resource and has a social and interpersonal essence (Georganta & Montgomery, 2022). Based on the job demand and resources model, workplace fun will have a positive impact on work engagement (Georganta & Montgomery, 2022). Manager support for fun is a dimension of workplace fun that is considered important in building work engagement (Georganta & Montgomery, 2022; Plaster & Hutchison, 2016; Tsaur et al., 2019). This is in line with the results of the study where the value of SLF manager support for fun has the highest value when compared to the other two dimensions, namely fun activities and coworker socializing. WFMS 3 and WFMS4 are indicators with the highest SLF values for the manager support for fun dimension. This indicates that the respondents feel that their manager is trying to make my job fun and cares about employees who can enjoy their work. If organizations can create and develop workplace fun, it will help employees to improve their social relationships and provide social support that can prevent job stress. Thereby, it can enable employees to be more dedicated and committed affectively to their organization (Georganta & Montgomery, 2022). Dedication is a dimension of workplace fun that has the second highest SLF value. WED4 is an indicator of dedication with the highest SLF value. Where this indicator indicates that the respondents feel that the work they do in e-commerce companies is full of meaning and purpose which is then able to make the respondents voluntarily have an affection for their organization. On the other hand, based on research results where as a work engagement dimension, vigor has the highest SLF value compared to the other 3 dimensions, namely dedication and absorption. WEV2 is the highest vigor dimension indicator. This indicator indicates that when working, the respondents feel they are working with full energy. Therefore, vigor is considered the most powerful dimension in explaining why employees want to give more effort at work or affective organizational commitment (Georganta & Montgomery, 2022; Robinson et al., 2004).

## V. Conclusion

Based on the explanation above, it can be concluded that workplace fun cannot have a significant positive direct effect on affective organizational commitment. This means that when an e-commerce organization has workplace fun, affective organizational commitment cannot just be built by itself. This can be happened because of fun activities or coworker socializing, as dimensions of workplace fun, can be interpreted negatively by employees. Therefore, in order to build affective organizational commitment, there needs to be something that is built on employees first. In this study, work engagement was proven to be able to fully mediate workplace fun on affective organizational commitment.

However, this study only uses a quantitative approach. Further research should add a qualitative approach by conducting in-depth interviews is deemed to be able to enrich the research analysis. In addition, this research was only conducted on e-commerce companies in Indonesia. Further research can be conducted in other countries with different cultural backgrounds from Indonesia so that it can be interpreted how workplace fun is built with conditions of different cultural backgrounds. This research is also limited to examining 3 variables only, namely workplace fun, work engagement and affective organizational commitment. The reasons why commitment becomes a problem in organizations such as job exploitation can be investigated further. The variable affective organizational commitment also cannot explain the condition of organizational commitment as a whole. Therefore, further research on the role of continuance commitment and normative commitment should be conduct in order to complete understanding in the context of organizational commitment.



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