

The Role of Work Culture in Mediating the Effect between Organizational Justice and Pay Satisfaction on Organizational Commitment

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Abstract: *The purpose of this study was to explore the influence of organizational justice, Pay satisfaction and Work culture on organizational commitment. In addition, this study aims to examine and explain the role of work culture in mediating influence between organizational justice and Pay satisfaction on organizational commitment. Design of this study was explanatory; with data collection used survey methods. The amount of sample is determined using a Slovin formula with proportional stratified random sampling technique. The number of respondents of this study was 100 employees. Methods of data analysis used Generalized Structured Component Analysis (GSCA). The results showed that organizational justice and Pay satisfaction has significantly influence on work culture. Organizational Justice and work culture have significant effect on organizational commitment, but Pay satisfaction is not significant effect on organizational commitment. Further, work culture acts as a perfect mediating influence between pay satisfaction and organizational commitment. Finally, the work culture acts as a partial mediation effect between organizational justices with organizational commitment to practical organization. Originality of this study proves the conceptual model that integrates the effect of organizational justice, Pay satisfaction, and organizational culture directly affect organizational commitment, and through the mediating role of work culture.*

Keywords: Organizational Justice, Pay Satisfaction, Work Culture, Organizational Commitment.

1. Introduction

The issue of human resources in the apparatus of government in Indonesia is still in the spotlight. This condition can be observed from the number of responses from the public on the performance of government officials who have demonstrated high capability and unprofessional in their duties lead to low public confidence in the performance of government officials. The fact reflected on the many irregularities that occurred in the bureaucracy that allegedly caused by the lack of commitment of human resources at the government agencies.

Empirical phenomena demonstrate the commitment of the government apparatus can be said is still low because of the quality of human resources in Southeast Sulawesi, which is indicated by the value of the Human Development Index (HDI) is not good for their achievements are ranked 27th nationally with HDI value of 71.73 in 2013. In indicators of life expectancy, has an improvement from 67.40 years in 2008 to 68.56 years in 2013. The average length of school in Southeast Sulawesi increased from 7.74 years in 2008 to 8.44 years in 2013. Meanwhile, the literacy rate indicator, performance in Southeast Sulawesi in 2008 and 2013 increased from 91.42 into 92.59 percent, lower than the national average of 94.14 percent. When viewed from the structure of the labor force by highest level of education attained, the proportion of the labor force with at least high school diploma increased from 32.53 percent in 2008 to 41.35 percent in 2014 (BPS 2015).

Based on the interview with one of the leaders that the future faced with a problem, (1) the work culture is highly

bureaucratic state apparatus will be a bottleneck in improving the performance and potential of the resources of the government apparatus. The conditions are the low of employee motivation, a buildup of potential educational background and skills are diverse. (2) The existence of a crisis of leadership that is not able to synergize between organizational justice, pay satisfaction and work culture through integrated model. (3) The equitable treatment within an organization and Pay satisfaction. (4) Improved the quality of government personnel resources. This condition is a problem faced at SKPD in 12 districts/cities and Southeast Sulawesi Province. Because it takes the solution of which are the creation of organizational justice, pay satisfaction, work culture and commitment, that the entire human resource of SKPD Southeast Sulawesi, who are able to contribute to the problems being faced regarding the resources of the government apparatus.

The pattern of development of Human Resources (HR) government officials who previously nationally integrated turn toward coaching separately with the return of the rights of the implementation of regional autonomy. That pattern in turn has implications for the HRM strategy changes, organizational justice, pay satisfaction, and organizational culture on employee commitment between the central government and local governments. Many factors affect the organization's increasing commitment from both technical and behavioral aspects. Dressler (2004), describes the HRM is the process of acquiring, train, assess, and provide compensation to employees, pay attention to their employment, health, and safety, as well as a matter of justice. Consistent with the opinion of Malthis and Jackson (2001) that HRM relates to the formal design of the system to

determine the effectiveness and efficiency of talent seen someone for realizing the goals of an organization. Referring to the research HRM theory that supported by the theoretical behavior as complementary theory.

Based on behavioral theory developed by Triandis (1971) and Robbins (2003), states that behavior determined by attitude, social rules and customs. Work behavior concerning the activities of individuals in the organization to achieve organizational goals. Increased organizational commitment can be assess from the perspective of universal and contingencies which are influenced by various factors, among others: First, justice organization through equity theory based on social exchange theory by Adam (1965), Tyler (1994), Luthans (2006), Colquitt & Wesson (2009), and Gibson et al. (2012). Second, pay satisfaction with the theory of pay satisfaction by (Heneman and Schwab (1985), which was developed by Scarpello et al. (1988), Lum et al. (1998); and Yuyetta (2002). Third, work culture (Organizational Culture Theory) by Hofstede (1988); Dressler (2004), Luthans (2006) and Armstrong (2003). Fourth, organizational commitment (Robbins, 2003; Armstrong, 2003 and Dressler, 2004).

Results of previous studies have shown that organizational justice, pay satisfaction and good work culture can improve organizational commitment. Although empirically turned out to research the influence of these variables are very diverse and contradictory. Therefore, researchers interested in conducting re-examination of the influence of these variables integrated manner. First, the study was conducted by Abubakar and Majid 2013), Ahmad Sani (2013), Mehmet et al. (2014), Harris (2015), and Taner Bahar et al. (2015) found that organizational justice positive and significant effect on organizational commitment. Secondly, the research that has proven that high Pay satisfaction contribute significantly and may increase organizational commitment by Rita Andini (2006), Jonathan and Luke Singer (2014), A'yuninnisa and Saptoto (2015). Third, the organizational culture positive has significant effect on organizational commitment by Wolfgang (2013), and Huma Abid et al. (2014).

The findings of previous studies are research gap by Chess and Pearl (2015) and Mohamed Ibrahim & Ann Perez (2014) found that organizational justice not significant effect on organizational commitment. The argument can perceived researchers caused by the diversity of indicator variables in measurement, the object studied, methods, and basic theory used to further research into the gap to perform testing of the contradiction becomes important. Thus the test results of previous investigators, there is still a contradiction that is an avenue to test back against the influence of organizational justice, pay satisfaction and workplace culture on organizational commitment.

The main problem is whether justice research organization, Pay satisfaction and work culture influence the organizational commitment either directly, or through a mediating role in the work culture sectors in 12 districts / cities and Southeast Sulawesi Province. The aim is to examine and explain the influence of organizational justice, pay satisfaction, and

culture on organizational commitment either directly, or through the mediation of the work culture. The results of this study expected to contribute to the development of theory for equity in particular academic theory, performance theory, organizational culture theory, and the theory of contingency, general human resource management and organizational behavior. Besides contributing as input for management to employees on education in 12 districts/cities Southeast Sulawesi province, in particular the management of employees in formulating strategies, policies and programs to improve HRM strategy, organizational justice, pay satisfaction, culture and organizational commitment.

2. Research Methods

The study design is intended to provide an explanation for the influence of organizational justice, pay satisfaction, and cultural, organizational commitment towards either directly (universal) or contingency in SKPD employees in 12 regencies/cities and Southeast Sulawesi Province. This research approach uses a positivist paradigm with the kind of explanatory Research, where data collection through a survey method. Explanatory research is intended to provide an explanation for the development of agro-industrial model of cocoa or aim to obtain a proper test in drawing conclusions that are causality (Cooper & Schindler, 2003).

The study population was all employees on education in 12 districts/cities and Southeast Sulawesi provincial administration with the number of employees 79 299 people. The determination of the sample of employees from each SKPD chosen with the sampling technique used is random based strata (stratified proportional random sampling), the first classifying the population into sub-populations of employees on education in 12 districts/ cities and local governments Sulawesi Province Southeast. The sample size in this study quantified using the formula Slovin quoted Uma Sekaran (2003), as follows:

$$n = \frac{N}{1 + N(e)^2} = \frac{79.299}{1 + 79.299(0.01)^2} = 99.87 \text{ or } 100 \text{ people.}$$

Methods of data collection conducted by survey that distributing questionnaires to employees. Questionnaire conducted by visiting officials and explained the questionnaire and waiting when the questionnaire can take. Finally, researchers conducted in-depth interviews; these techniques used to support and reveal the facts behind the findings of the quantitative analysis. Furthermore, a scale of measurement data from all study variables used Likert scale. A five-point Likert scale was employed with a score of 1, Indicating "strongly disagree" and 5 representing "strongly agree" to extract the different attitudes of respondents Cooper & Sehindler (2003).

Data analysis method used is the Generalized Structured Component Analysis (GSCA). GSCA developed by Heungsun & Takane (2004) aims at replacing factors with a linear combination of variables manifest in the SEM. Heungsun (2009) says GSCA is a method of SEM-based components, is very important and can be used for calculation of score (not to scale) and can also be applied to a

small sample. Multikolinearitas singularity problem and often a serious obstacle in the analysis of the structural model using covariance-based SEM. Hwang et al. (2010) stated GSCA allow the multikolinearitas, which a strong correlation between the exogenous variables. Besides, GSCA can use in the structural model both reflective and formative.

SEM analysis based components GSCA is an alternative method of analysis that is better than AMOS and PLS, which has a better recovery parameter Hwang, et al. (2010). However, GSCA can also be applied to the structural model already strong theoretical foundation, or in other words as a confirmatory method of analysis. GSCA is a powerful analytical method because it can apply at all scales. Moreover, it does not require many assumptions and the sample size should not be large. GSCA prediction model is the least squares estimation methods. In GSCA structural models and measurement models are integrated into one model, so that the parameter estimation process oriented in alternating least squares Heungsun (2009). Parameter estimation GSCA includes three categories, namely: (1) weight and loading estimate, (2) path estimate, and (3) mean weight, loading and path coefficient. In the analysis of GSCA measure of fit (goodness of fit) can be done on the measurement model, and overall structural models even combined measurement model and structural model in particular indicators that are reflective.

3. Analysis and Results

Southeast Sulawesi economic growth predicted to reach 7.3% in 2016. This growth was higher than in 2016, which until recently listed the third quarter to 6.3%. The most reliable sectors namely agriculture and mining. Chief Representative Monetary Economics BI Southeast Sulawesi, said prioritizing in the agricultural sector is very promising because it will be the rainy season. Government should focus on the development of agricultural programs. Can through the addition of land, guarantees the availability of seeds and fertilizers as well as an increase in irrigation.

The respondents are the Civil Servants at SKPD in Southeast Sulawesi provincial government, which amounted to 100 people. Profile of respondents to describe the characteristics of Civil Servants explain the characteristics of the sampled according to gender, age, education, past employment and marital status.

Table 1: Respondents Profile

Respondents profile			Percent
1. Sex	Man		57
	Woman		43
2. Age (years)	24-30		13
	31-40		45
	41-50		28
	51-59		14
3. Working duration (years)	2-9		36
	10-19		43
	20-25		10
	26-31		11
4. Education Level	Bachelor		81
	Magister		18
	Doctoral		1

Notes: n = 100

Results of the assessment of respondents to the indicator variable measurement are reflected through the mean value aims to determine the actual condition of each indicator that respondents perceived. Then the loading factor aims to find the strongest measuring variables against each indicator in reflecting any latent variables can be seen in Table 2.

Table 2: Mean, Factor Loading, AVE and Alpha

Constructs/Indicators	Mean	Factor loading			AVE	Alpha
		Estimate	SE	CR		
Organizational Justice (OJ):	4.16				0.703	0.853
OJ1. Distributive justice	4.13	0.866	0.030	28.77*		
OJ2. Procedural justice	4.10	0.779	0.039	19.82*		
OJ3. Interpersonal justice	4.23	0.854	0.028	30.16*		
OJ4. Informational justice	4.20	0.852	0.038	22.56*		
Pay Satisfaction (PS):	4.03				0.616	0.661
PS1. Pay level	4.30	0.784	0.051	15.4*		
PS2. Pay benefits	4.34	0.821	0.027	30.27*		
PS3. Pay raise	3.54	0.602	0.104	5.79*		
PS4. Pay structure & administration	3.93	0.643	0.088	7.31*		
Work culture (WC):	3.98				0.634	0.769
WC1. innovation and risk taking	3.87	0.671	0.079	8.45*		
WC2. details of the task	3.90	0.66	0.062	10.72*		
WC3. results orientation	4.17	0.754	0.05	14.99*		
WC4. personal orientation	4.00	0.635	0.059	10.71*		
WC5. team orientation	3.76	0.602	0.076	7.92*		
WC6. aggressiveness	4.12	0.715	0.046	15.44*		
WC7. Stability	4.06	0.55	0.112	4.92*		
Organizational Commitment (OC):	4.19				0.692	0.777
OC1. Afektif commitment	4.14	0.765	0.052	14.61*		
OC2. Continuance commitment	4.18	0.868	0.039	22.1*		
OC3. Normatif commitment	4.24	0.86	0.029	29.34*		

Notes: * significant at .05 level; AVE > .50 and Alpha > .70

AVE value in Table 2 shows the whole construct has good discriminant validity. So that the instrument used in this study deserve to be used as a measure because they meet the criteria of discriminant validity. Furthermore, the value of alpha ≥ 0.70 that is to say all variables tested had good composite reliability. It can conclude research instrument is feasible to use for the measurement of all variables of this study because it has high compatibility and reliability. These results can also prove by the value correlations of latent variables (SE) Table 3.

Table 3: Correlations of Latent Variables (SE)

Correlations of Latent Variables (SE)				
	OJ	PS	WC	OC
OJ	1	0.495 (0.096)*	0.491 (0.074)*	0.502 (0.082)*
PS	0.495 (0.096)*	1	0.666 (0.054)*	0.542 (0.087)*
WC	0.491 (0.074)*	0.666 (0.054)*	1	0.648 (0.061)*
OC	0.502 (0.082)*	0.542 (0.087)*	0.648 (0.061)*	1

Notes: OJ = Organizational Justice; PS = Pay Satisfaction; WC = Work Culture; OC = Organizational Commitment.

* Significant at .05 level

The model we tested said to be fit when they supported by empirical data. GSCA provides a measure of goodness-of-fit which consists of structural models and the overall fit models that can be seen from the FIT, AFIT, GFI (Unweighted least-squares) and SRMR (Standardized root mean square residual). Output GSCA in Figure 2 is known AFIT value = 0.489 means that the diversity of organizational variables justice, pay satisfaction, work culture, and organizational commitment can be explained in the model and the remaining 48.60%. The results of data analysis known value ≥ 0.90 GFI = 0.983 then the models created can be said is good. However SRMR value = 0.137 > 0.1 can be said poor fit. This result

was possible because the direction indicator measurement between variables is not known with certainty and the influence of the complexity of the model, but can be tolerated because SRMR values close to zero (Ghazali, 2008). Furthermore, the structural model is evaluated by looking at the path coefficient value of the relationship between the latent variables. The test results are presented in the path diagram Figure 2.

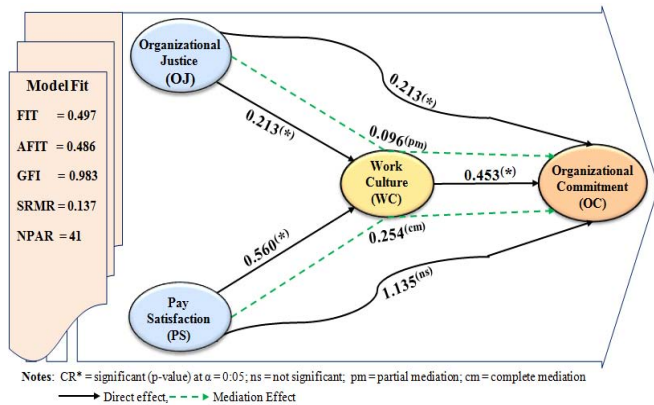


Figure 2: Hypothesis Testing and Path Coefficient

Table 4: Structural Model GSCA

Hypothesis Testing	Path Coefficients				Empirical Evidence	
	Estimate	SE	CR	p-value		
H _{1a} OJ->WC	0.213	0.067	3.17*	0.002	Significant	Accepted
H _{1b} PS->WC	0.560	0.062	9.11*	0.000	Significant	Accepted
H _{2a} OJ->OC	0.213	0.100	2.12*	0.037	Significant	Accepted
H _{2b} PS->OC	0.135	0.133	1.01	0.315	Not-Significant	Rejected
H _{2c} WC->OC	0.453	0.127	3.58*	0.001	Significant	Accepted

Pengaruh Variabel Mediasi						
Eksogen	Mediasi	Endogen	Coefficients		Results	
H _{3a} OJ -->	WC-->	OC	0.096		Partial Mediation	Accepted
H _{3b} PS-->	WC-->	OC	0.254		Complete Mediation	Accepted

Notes: OJ = Organizational Justice; PS = Pay Satisfaction; WC = Work Culture; OC = Organizational Commitment and CR* = significant at .05 level

The test results in Figure 2 and Table 4 proves that organizational justice and pay satisfaction positive and significant impact on the work culture (H1a and H1b, accepted). The test results of organizational justice and workplace culture positive and significant effect on organizational commitment. These findings may prove (H2a & H2C, accepted), means the better implementation of organizational justice and work culture can make a significant contribution to the improvement of organizational commitment. Value estimate the path coefficient of pay satisfaction on organizational commitment = 0.135 with CR = 1:01 and p-value = 0.315 > $\alpha = 0.05$. The test results cannot prove (H2b, Rejected) expressed satisfaction that pay significant effect on organizational commitment.

The evaluation results of testing the effect of organizational justice variables on organizational commitment at an early model with variables mediating role involves working culture, show justice organization directly significantly influence the work culture and organizational commitment. Then the variable work culture is also a significant effect on organizational commitment, so that the nature of the mediating effect of organizational justice on organizational

commitment through the role of workplace culture is a partial mediation. There is enough evidence to accept (H3a) that high work culture can act as a mediating influence between organizational justice and organizational commitment. That is justice organization can directly affect the organizational commitment can also be through the role of workplace culture.

Testing the effect of Pay satisfaction on organizational commitment mediating by work culture, Pay satisfaction has not significant effect on organizational commitment. However, pay satisfaction has significantly influence the culture of the organization. Then the work culture has significantly influence organizational commitment. Thus, the role of corporate culture in the model is a complete mediation. This means that the Pay satisfaction not significant effect on commitment. Furthermore, through mediation role workplace culture can significantly affect organizational commitment. Thus, there is sufficient evidence to accept (H4b) that culture can play a high work perfectly in mediating the effects of pay satisfaction and organizational commitment. It can be concluded that the application of a good Pay satisfaction not significant effect on organizational commitment, but with the mediation role of the working culture significantly influence organizational commitment.

4. Discussion

The test results found that organizational justice and Pay satisfaction positive and significant impact on the culture of the organization. The results of the study indicate that the better implementation of organizational justice and Pay satisfaction, the higher the culture of the organization. The findings of this study can explain that the implementation of organizational justice and Pay satisfaction is able to support changes in the variation of the increase in work culture. Referring to the findings of the study that organizational justice and the satisfaction of a good Pay is able to improve the work culture. This result validating the theory of organizational justice through equity theory based on social exchange theory by Adam (1965), Tyler (1994), Luthans (2006), Colquitt & Wesson (2009), and Gibson et al. (2012). Then to prove the theory of pay satisfaction by (Heneman and Schwab (1985), which was developed by Scarpello et al. (1988), and Yuyetta (2002)). Ultimately prove organizational culture theory by Hofstede (1988); Robbins (2003), Dressler (2004) and Armstrong (2003).

The study's findings support the results of the study One Diab (2015), found that organizational justice positive and significant impact on the work culture. The study's findings are also consistent with the results of research conducted by Padliansyah et al. (2015), Ashish and Philip Benson (2013), and Xinyan Wang et al. (2010) that organizational justice positive and significant impact on the work culture. The results of this study reinforce research findings Ilham Thaeif, et al. (2015), and Idrees Zahra et al. (2015) that pay satisfaction positive and significant impact on the work culture. There is a gap or difference of research findings by Christian and Tremblay (2008), and Abdul Hameed, et al.

(2013) found that the pay satisfaction and no significant negative impact on the work culture.

The findings of this study organizational justice and Pay satisfaction has positive and significant impact on organizational commitment, but the work culture not significant effect on organizational commitment. Referring to the findings of the study that implementation of organizational justice, pay satisfaction and organizational culture are well able to increase employee commitment. Organization can prove the truth of a theory of justice based on the theory of social exchange in which individuals expect that they will get an exchange efforts and rewards equitably from the organization (Tyler, 1994). Furthermore, the theory of organizational commitment is a state employee favoring certain organization, goals and desires to retain membership in the organization (Allen and Meyer, 1990; Robbins and Judges, 2007).

Organizational justice theory originally derived from the similarity theory developed by Adams (1965) that the sense of injustice would occur if the ratio between the results achieved with the input somebody he gave for an exchange considered disproportionate when compared with other referent. Implementation of organizational justice required a deep commitment to the organization that is part of the HRM (Armstrong (2003). Furthermore, Armstrong (2003) suggests that there is a strong relationship between the implementation of organizational justice and organizational commitment to employee performance. One important key to getting commitment is to help them actualize themselves to achieve the goal (Dressler, 2004).

The results of this study prove the truth of the theory of organizational commitment of Allen and Meyer (1990), Robbins (2003), Armstrong (2003) and Dressler (2004) that the employees who have committed high organizational dedicatedly, where employees have a desire to provide power and responsibility to support the welfare and success of the organization. Furthermore, the results of this study found that organizational justice has positive and significant effect on organizational commitment. This result support the research findings Mustafa Yavuz (2010), Abubakar Suliman and Majid Al Kathairi (2013), Ahmad Sani (2013), Mehmet Fatih et al. (2014), Norhani Bakri & Nazim Ali (2015), and Taner Bahar et al. (2015). Instead contrast to the US Chess research findings and the Pearl (2015) and Mohamed Ibrahim & Ann Perez (2014) found that organizational justice not significant effect on organizational commitment.

The findings of this study indicate Pay satisfaction has positive and significant influence impact on organizational commitment. This fact can prove that the higher the Pay satisfaction on employee commitment to the organization increases. The findings of this study reflect that improving satisfaction of employee salaries in sectors in 12 districts / cities and Southeast Sulawesi province is able to support changes in the variation increase organizational commitment. Referring to the findings of research that satisfaction with the Pay received by an employee equity based on a theory developed by Adam 1963 quoted Gibson (2000) that the employee or the individual will feel the satisfaction in the

work of the special aspects of its work; special aspect is for example reward / Pay, coworkers, and supervisor. Individuals feel any sense of fairness (equity) of the Pay received in connection with the work he did (Lum et al., 1998).

The results of this study prove the truth of the theory of pay satisfaction. Expressed Heneman and Schwab (1985), which was developed by Lum et al. (1998); and Yuyetta (2002) can be concluded that satisfaction and dissatisfaction over the Pay received is a function of a mismatch between what is perceived to be accepted by someone with how much a person receives. The results of this study supports and are consistent with the findings of the study Rita Andini (2006), A'yunnisa and Saptoto (2015) that the satisfactions of Pay high contribute significantly and may increase organizational commitment.

The results of this research note organizational culture not significant effect on organizational commitment. This means that the implementation of an organizational culture that both unidirectional and not significant effect on improvement of organizational commitment. Thus the results of this study cannot prove the better the culture of the organization, the higher organizational commitment. The findings of this study reflect that organizational culture is good at SKPD in 12 districts / cities and Southeast Sulawesi province is able to support changes in the variation increase organizational commitment. The findings of this study cannot prove the theory of attitudes and organizational behavior developed by Triandis (1971) that the behavior determined by attitude, social rules and customs. Work behavior concerning the activities of individuals in the organization in achieving organizational goals. Furthermore, the results of this study cannot prove a theory put forward culture Hofstede (1994), Davis et al. (1997), Robbins (2003) and Luthans (2003). The results of this study cannot strengthen the research Antonio Ortega et al. (2013), and Huma Abid et al. (2014) that organizational culture positive and significant effect on organizational commitment.

The findings of this study can prove that the work culture can act as a perfect mediating influence between pay satisfaction and organizational commitment. Further, on organizational justice organizational commitment, work culture acts as a partial mediation. These results prove the theory of HRM and organizational behavior that the capability of human resources is a potential resource for sustainability for the organization that includes three perspectives: universal, contingency and configuration by Thompson, 1967 and Donaldson, 2001. The results of this study confirmation argument is built on the existence "best practices" in approach to HRM by Xinyan Wang et al. (2010), Abubakar Suliman and Majid Al Kathairi (2013), Kris Harris (2015). The study's findings reinforce the view from the perspective of contingency and configuration Xinyan et al. (2010) and Isabel et al. (2015).

5. Conclusion

Improved organizational justice and pay satisfaction has contributed significantly to the organization's culture. The

findings of this study can be interpreted that the dominant organizational justice is reflected by distributive justice and satisfaction with Pay received benefits have contributed significantly to the increase in the aggressiveness which is a reflection of the work culture. Further organizational justice, Pay satisfaction and organizational culture that high has contributed significantly to the improvement of organizational commitment. The findings of this study can be interpreted that the improvement of organizational justice is more dominant reflected by indicators of distributive justice, satisfaction with the Pay and benefits of aggressiveness indicators are a reflection of organizational culture has contributed significantly to the improvement of organizational commitment.

Work culture acts as a mediating influence perfect on pay satisfaction and organizational commitment. Then justice organizations on organizational commitment, work culture acts as a partial mediation. This means that an increase in pay satisfaction cannot contribute significantly to organizational commitment, but with mediation work culture are perfectly able to make a significant contribution to organizational commitment. Furthermore, justice organization has contributed significantly to the improvement of organizational commitment, as well as through the mediating role of work culture can significantly increase the commitment of the organization.

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