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# An empirical assessment: reconstructed model for five universal forms of work commitment

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**Abstract** *This study examined the relationships between five work commitments: Protestant work ethic, career commitment, job involvement, continuance commitment and affective commitment. Based on Morrow's concept of five universal forms of commitment, their inter-relationships were tested in regard to a population of lawyers either employed by, or partners in law firms. The results presented a reconstructed model. The following findings were unique to this reconstructed model: job involvement and career commitment appeared as mediating variables, although, unlike previous models, job involvement was found to be directly related to affective commitment. Furthermore, career commitment was shown to be directly related only to continuous commitment and not to affective commitment. The significance of these findings is discussed in regards to the studied population as well as to further investigations.*

## Introduction

Employees' turnover due to the organizational environment (internal and external) has become a challenge for executives in organizations in general, and human resources administrators in particular (Blau, 1989). The roots of this challenge can be found in the understanding that an organization has to develop stability and job security for one of its most significant resources, namely, its manpower (Kinnie *et al.*, 2000). To this end, the organization has to foster in its employees feelings of commitment to their work world, commitment to the organization and its values and goals, commitment to one's occupation, commitment to one's career, and a strong work ethic (Cohen, 1995; Dalton and Tudor, 1993; Jaros *et al.*, 1993; Steers and Porter, 1985).

The high rotation rate that characterizes the organizational environment in the modern organizational world has evoked, in recent years, the need to deal with the challenges and difficulties that are aimed at decreasing the turnover



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rate (Lee *et al.*, 1992). To address the dilemmas associated with this goal, administrative efforts have proceeded in two directions (Allen and Meyer, 1993, 1996). First, at the micro level, organizations consider, for example, employee's commitment to a particular occupation (Irving *et al.*, 1997). Administrative efforts at the macro level have included modifying the human resources structure to suit the organizational needs, so that the organization can fulfill its operational goals (Buchholz, 1997). To create a dialogue between organizational needs and those of the employee, both a psychological contract and a dynamic perspective of exchange and balance are needed to enable a consideration of the high variability and the unique needs of both the employee and the organization (Brooke *et al.*, 1988; Cohen, 1992, 1995; Morrow, 1993; Randall and Cote, 1991).

Therefore, a large volume of scientific literature of recent years has focused on the development of predictors for the relationship between the employee and the organization (Angle and Perry, 1981; Aryee *et al.*, 1994; Greenberg, 1987). These predictors are intended to identify single variables that influence the tendency of an employee to leave the organization (Dunham *et al.*, 1994). In contrast, relatively little theoretical and empirical attention has been devoted to building comprehensive models that include a number of variables that influence each other and eventually lead the worker to form a decision to leave the organization (Cohen, 1995; Morrow, 1983, 1993; Shore and Wayne, 1993).

To date, the three models that have been developed, Morrow's (1993), Randall and Cote's (1991), and Cohen's (1999) model, have examined the inter-relations among five universal commitments. However, these models were all empirically tested on populations drawn from large public organizations, such as public administrators, or non-profit organizations (Stroh *et al.*, 2000). The current study will attempt to examine the inter-relations among the five universal commitments as they come into play within a different population, that of professional lawyers.

A common agreement is that a highly committed employee would contribute to the performance of the organization. The rationale is that commitment to work, career, job and organization would enhance the desire to stay and develop within the organization (Blood, 1969; Vandenberg and Scarpello, 1994). With this precept in mind, clearly the relations between the worker and the organization are intensified. In law firms, where the workers have an unmediated relationship with and influence over clients, maintaining workers' commitment and loyalty to the organization is crucial. In this trade, the organization's image is determined and maintained by the workers, who, in turn are considered representatives of the organization. Therefore, the organization, in this case the law firm, seeks to eliminate undesired employee withdrawal, as it can greatly damage the organization and its image. Discovering the particular interplay of commitment forms that are relevant to professional employees (in our case, lawyers) may provide the key to this goal.

The research carried out into some aspects of private firms gives us some insight into how such organizations work, when working relationships are successful and when they are not, and should give us some practical tools for examining further, the relationship between the employers and the employee.

### **Five universal forms of work commitment**

The literature offers three main models that examine the reciprocal relations between the commitments themselves, as well as the influence of all these on the tendency to leave. In her book, Morrow (1983) identifies five major commitments which she thinks have a reciprocal influence on each other: Protestant work ethic, career commitment, job commitment and organizational commitment – continuance and affective (Morrow, 1983; Morrow and McElroy, 1986). These five commitments are divided into two main groups. The first group examines commitments that influence work attitudes with no relation to the organization in which the worker is employed. It includes commitments such as: Protestant work ethic (Mirels and Garret, 1971), career commitment (Greenhaus, 1971), and job commitment (Blau and Boal, 1989). The second group includes commitments that are influenced directly by the organization in which the worker is employed, including both continuance and affective organizational commitment (Allen and Meyer, 1993).

In the various combinations which will be described here, the models examined demonstrate the reciprocal influences of the commitments among themselves, as well as between them, and the tendency to leave (Brooke *et al.*, 1988).

- Protestant work ethic is considered part of the individual belief system (Morrow, 1983; Weber, 1958). Having a high Protestant work ethic means that work is considered an important value in and of itself, and that other consideration systems are derived from it (Greenberg, 1977, 1987; Mudrack, 1999).
- Job involvement develops in the individual through a long and meaningful process (Lodahl and Kejner, 1965). It is defined as the creation of a strong relationship between the worker and his/her job, and the readiness to invest personal resources in the current job (Kanungos, 1982).
- Career commitment is defined as the extent to which the worker wishes to develop and advance in his/her career. In this case, personal progress is a process unrelated to the employing organization (Blau, 1985).
- Continuance commitment is based on the worker's calculations of cost and benefit in the relationship with a particular organization. Therefore, it is considered an organizational (rather than a personal) commitment (Morrow and McElroy, 1986). The perception of being properly rewarded, or even over-rewarded, for investing in the organization will create in the

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worker a desire to continue the current organizational affiliation, whereas a perceived imbalance between investment and reward may lead to the employee's withdrawal (Allen and Meyer, 1990; McGee and Ford, 1987; Somers, 1993).

- Affective organizational commitment connects a worker to the organization's goals and values (Morrow, 1993; Mowday *et al.*, 1982; Tansky *et al.*, 1997).

## Models of commitment

### *Morrow's model*

The current model deals with the relations between five commitments and work factors. Despite the great importance that the literature attributes to the relations between positions at work and the outcomes of work, such as turnover, tendency to leave, and performance, there are few studies that have examined the relations between multiple commitments and work outcomes. Most of them deal with a single variable, such as commitment to the organization or satisfaction, and its relation to the work outcomes, such as that of turnover. One of the first models based on a conception of multiple commitments and the relations between them was created by Morrow (1983). Her approach encompasses five main commitments that influence the results of the work and are arranged in order, which is logical. The model that Morrow suggested, was investigated for the first time in 1991 by Randall and Cote (1991). According to Morrow, there are reciprocal influences among the commitments themselves, which create a circular structure based on the Protestant work ethic being connected to continuance commitment and career commitment. Career commitment is connected to continuance and affective commitment to the organization. In turn, continuance commitment to the organization relates to affective commitment, and both of these commitments influence job involvement completing the circle.

Morrow (1993) found that commitments have reciprocal commitments among themselves. The most basic commitment, the one with the smallest ability for influence and change, is the Protestant work ethic (Blood, 1969; Furnham, 1990a, b). This commitment, with which the worker arrives at the organization, will accompany him along his occupational path with only few changes and with no relation to one organization or another. However, this commitment has an influence on other commitments, such as continuance commitment to the organization (Becker, 1960) and career commitment (Greenhaus, 1971). The Protestant work ethic is related to career commitment, since different people have a different perception of the work world, and a high work moral will influence one's persistence in a given occupational career (Furnham, 1990a, b). In addition, the Protestant work ethic will influence continuance commitment to the organization, since some of the relations

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received by a worker with a high Protestant work ethic are due to the fact that he has a working place (Vandenberg and Scarpello, 1994).

Career commitment is perceived as a commitment directly related to the personality of the individual and is not necessarily influenced by one organization or another. However, while the Protestant work ethic is related to the individual worker's general perception of the working world, career commitment is related to the worker's perception of his job (Blau, 1985). This commitment will influence the continuance commitment and affective commitment to the organization insofar as a job which allows professional development is one of the relations that encourages both continuance and affective commitment to the organization (McGee and Ford, 1987; Meyer *et al.*, 1990).

The last link in the chain is that of job involvement. Job involvement is influenced, according to the current model, by continuance commitment to the organization and by affective commitment to the organization. Continuance commitment will influence job involvement, assuming that satisfactory relations will encourage the worker to invest more in his field of work (Tansky *et al.*, 1997). Affective commitment to an organization will influence job involvement, assuming that belief in the organizational goals and identification with the organizational values will encourage the worker to invest more in their field of work and therefore will facilitate high involvement in their occupation (Reichers, 1985).

#### *Randall and Cote's model*

Morrow's model was suggested in 1983, but was investigated for the first time by Randall and Cote (1991). It also deals with five commitments: Protestant work ethic, affective and continuance commitment, career commitment, and job involvement. However, Randall and Cote (1991) present a different model structure. According to their research, the most basic, most permanent commitment, and the one with the lowest ability for change is the Protestant work ethic. Therefore, in the current model this commitment will be primary (Furnham, 1990a, b) though here it takes a new direction. According to them, the Protestant work ethic will influence job involvement insofar as this characteristic is so basic and rooted within the worker that it will make him invest in his occupation and therefore will generate high job involvement (Lodahl and Kejner, 1965).

Job involvement will in turn influence the other three commitments: affective commitment to the organization, continuance commitment to the organization and career commitment. Protestant work ethic is a permanent and relatively stable characteristic whereas affective commitment, continuance commitment, and career commitment are all variables that can change relatively fast. Job involvement is a variable which is influenced by the Protestant work ethic in such a way that high commitment to the work world will enhance an

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individual's commitment to his job. These two variables are involved in continuing processes of socialization toward the work world, and its importance in people's life.

One of the meaningful differences between Morrow's model and that of Randall and Cote is that in the latter, job involvement appears as a mediating variable between Protestant work ethic and continuance commitment to the organization and career commitment. Job involvement in the current model is not measured by directly influencing turnover, but rather in creating a link and finding the right path among the other four commitments. That is, job involvement plays a meaningful role in the current model, but in a way different from that of Morrow's model, where job involvement was directly linked to the work results; here job involvement is a mediating variable.

#### *Cohen's model*

Cohen (1999) introduces a third system of reciprocal influences between the commitments in his model. Here too, the variable at the base of this model is the Protestant work ethic. Here as well, this variable enters the model as one that can be changed very little (Blood, 1969; Furnham, 1990a, b). The model also identifies the variable of Protestant work ethic as a basic commitment which influences other commitments of the individual worker, but with no direct relation to the work results or commitment to the organization. This is due to the fact that this variable can be changed only over a relatively long period of time. As in the perception of the model presented by Randall and Cote, here too, the Protestant work ethic can influence job involvement and not other or additional variables, as in Morrow's model. However, this is where the resemblance ends; starting from this stage, Cohen suggests a different system of contexts between the commitments.

According to this model, job involvement will influence the other three commitments: career commitment, affective commitment, and continuance commitment to the organization as in Randall and Cote's model. However, unlike their model, career commitment will also have an influence over continuance commitment (Blau, 1988; Allen and Meyer, 1984) and affective commitment (Becker, 1960). These two commitments will be the most influenced and have the greatest ability to change in the worker.

Cohen's model was first introduced in 1995 and has been supported since then by further studies and findings (Cohen, 1999). It adopts the same five basic commitments as those described by Morrow in 1983, but combines the commitments and the path drawn by the model making it more suitable to Randall and Cote's model than to Morrow's model.

The goal of this study is to empirically assess the relationships among the commitment forms. We draw on all commitment models but mostly on Randall and Cote's which, in a preliminary analysis, proved to fit the data better than the others. At the same time, we elaborate this model to indicate some

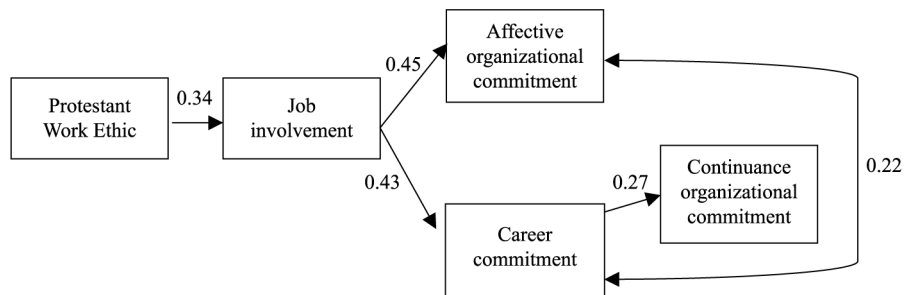
reciprocal relationships (see Table I), and finally propose a reconstructed model that is theoretically grounded (see Figure 1).

**Method**

The study population was composed of 1,100 lawyers working in private firms in Israel and randomly drawn from the Israel Lawyers' Index. The questionnaires were sent to the sample population via mail, and the return address given was the research staff at Haifa University. A total of 195 questionnaires were returned, representing a 17.8 per cent response rate. This low response rate was probably due to a number of reasons. First, the Lawyers' Index was not updated at the time the questionnaire was sent; therefore, only

Path coefficient	Research model
Protestant work ethic → Job involvement	0.342**
Job involvement → Continuance organizational commitment	0.05
Job involvement → Affective organizational commitment	0.454**
Job involvement → Career commitment	0.437**
Affective organizational commitment ↔ Continuance organizational commitment	-0.064
Career commitment ↔ Continuance organizational commitment	0.254**
Career commitment ↔ Affective organizational commitment	0.217**
df	10
$\chi^2, p$	7.771; 0.651
$\chi^2/df$	0.777
RFI	0.941
NFI	0.972
CFI	1.00
RMSEA	0.00
ECVI	0.338
ECVI Saturated	0.327
ECVI Independence	1.706

**Table I.**  
Results of the research model



**Figure 1.**  
Reconstructed model

**Note:** Coefficients greater than 0.20 are significant at a level of 0.05; Coefficients greater than 0.30 are significant at a level of 0.01

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90 per cent of the addresses were valid. Second, this population of subjects is relatively less cooperative than other professions. Finally, a listwise deletion (namely, cases with missing values are omitted from the analysis) enables an analysis for only 183 of the 195 returned questionnaires. Although the response rate was low, the 183 questionnaires that were eventually used yielded a considerable amount of data.

The sample profile shows that 54.6 per cent of the subjects were women; and that 73.4 per cent of the respondents were married. The average age of the respondents was 34.4 years of age. The average number of years of work in the current organization was 5.9 years, and the average number of years in the occupation was 7.4 years. Whereas 71.9 per cent of the respondents were employees, 28.1 per cent were partners in the firms or owned them. The average monthly income was 17,646 Israel shekels (SD 19,515), and the average number of lawyers in the law office was 16 (SD 16.4).

### *Measures*

Protestant work ethic is defined in the literature as belief in hard work as ideology, not in order to receive a suitable reward, satisfaction or other reward (Morrow, 1993). The index for measuring this variable is a 19-item inventory developed by Mirels and Garret (1971). Job involvement is a variable used to measure a worker's belief that their current occupation is important and most meaningful, making it essential for them to invest the majority of his resources in the current job (Kanungo, 1982). The measurement suggested for studying the variable of job involvement is Kanungo's (1982) scale, which contains ten items.

Two commitments to the organization were examined in the current study: affective commitment and continuous commitment to the organization. Continuance commitment to the organization is defined as one that the worker develops towards the organization as a result of gain and loss, that is, a subjective feeling of the worker according to which his investments in the organization are fairly related to the rewards received from the organization (Allen and Meyer, 1984). Affective commitment to the organization is defined as belief in the organization's values and goals, as a positive feeling toward its attitudes, and high involvement in the organization on the part of the worker (Allen and Meyer, 1984, 1990). Two measures were used for testing commitment to the organization: affective commitment with an eight-item scale and continuous commitment with an eight-item scale. Both scales were integrated into one questionnaire with closed questions. The responses were rated on a seven-point scale, ranging from 1 = very much disagree to 7 = very much agree.

Career commitment is defined as a measurement according to which, the worker is interested in promoting the professional job, with no direct relation to the organization or to the job in which he is in at a certain point in time (Blau,



1985). The measurement used to test this variable in the current study is Blau's (1985) scale, which consists of eight items rated on a five-point scale, ranging from 1 = very much disagree to 5 = very much agree.

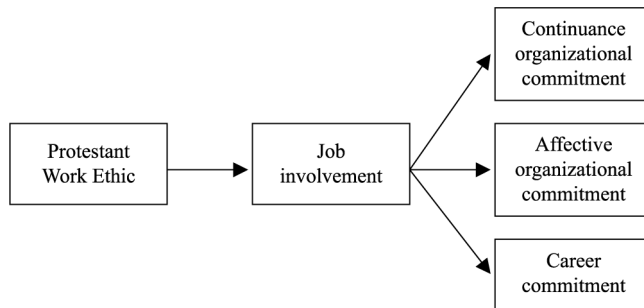
*Data analysis process*

To test the research model, as presented in Figure 2, path analysis was performed using LISREL VIII (Joreskog and Sorbom, 1993). In order to assess the fit of the research model in Figures 2-4, we used several goodness-of-fit indices, as suggested in the structural equation modeling (SEM) (see Bentler and Bonnet, 1980; Joreskog and Sorbom, 1993; Kline, 1998). This includes the Chi-Square statistic divided by the degree of freedom ( $\chi^2/df$ ); relative fit index (RFI); normed fit index (NFI); comparative fit index (CFI); and root mean square error of approximation (RMSEA). Also assessed were the expected cross-validation index (ECVI); 90 per cent confidence interval for ECVI; and ECVI for saturated model.



**Figure 2.**  
Morrow's commitment model

Source: Morrow (1993)



**Figure 3.**  
Randall and Cote's commitment model

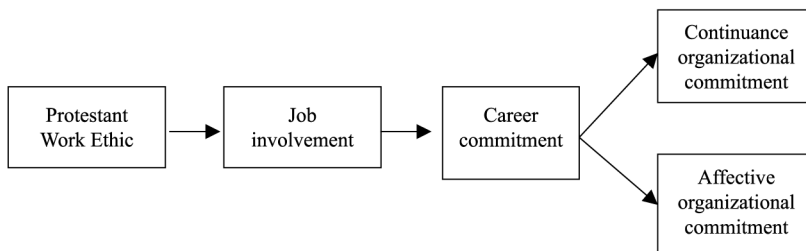
Source: Randall and Cote (1991)

**Results**

Table II gives the primary data concerning the nature of the scales as they were combined in this study. It can be seen that the averages and standard deviations were reasonably high, ranging between 0.67 and 1.28. Such normal distribution assists in assessing the heterogeneity of the answers for the total research measurement tools and gives initial legitimization for continuing analysis of the measures. The reliability of the total measurements was good, ranging between 0.76 to 0.90.

It can also be seen that all of the research variables were significantly connected to each other. These findings provide primary support for the research model, demonstrating a relationship between the variables even without showing the cause. Significant values in this study are:  $p < 0.001$ ,  $p < 0.01$ ,  $p < 0.05$ .

Protestant work ethic was found to be significantly related to job involvement ( $r = 0.407$ ,  $p < 0.001$ ). Job involvement was found to be significantly related to affective commitment to the organization ( $r = 0.407$ ,  $p < 0.001$ ) and also to career commitment ( $r = 0.505$ ,  $p < 0.001$ ). No significant relation was found between job involvement and continuous commitment to the organization. These findings provide partial support for the research model.



Source: Cohen (1999)

**Figure 4.**  
Cohen's commitment model

	Mean	SD	1	2	3	4	5
Career commitment	3.139	0.873	(0.79)				
Job involvement	3.855	1.224	0.437**	(0.86)			
Affective organizational commitment	4.755	1.241	0.415**	0.454**	(0.70)		
Continuance organizational commitment	5.043	1.273	0.276**	0.050	0.041	(0.68)	
Protestant work ethic	3.531	0.716	0.194*	0.342**	0.200**	0.059	(0.62)

Notes: \* $p < 0.05$ ; \*\* $p < 0.01$

**Table II.**  
Descriptive statistics and correlations among the variables (reliabilities in parentheses)

Of the three models examined and compared in the current study, our findings show that Randall and Cote's (1991) model is the one which most closely reflects the perception of reality.

Tables I and III show the results of comparing paths between the models. Checking the results shows that only one link here was found to be non-significant: that between job involvement and continuance commitment to the organization. Since this is the case, the current study suggests another path construction that does not connect job involvement with continuance commitment to the organization, but adds a different relationship between career commitment and continuance commitment to the organization.

As suggested by the structural equations model (SEM) literature (see Bollen and Long, 1993; Joreskog and Sorbom, 1993; Kline, 1998), the following goodness-of-fit indices were performed for the assessment of the model-fitting:  $\chi^2/df$  – this ratio is recommended to be less than 3; the values of RFI, NFI, and CFI – recommended to be greater than 0.90; RMSEA – recommended to be up to 0.05, and acceptable up to 0.08. The indices indicate that the research model has a very good fit with the data: ( $\chi^2 = 7.771$ ,  $p = 0.651$ ; ( $\chi^2/df = 0.777$ ; RFI = 0.941; NFI = 0.972; CFI = 1.00; RMSEA = 0.00; ECVI model = 0.338; ECVI for saturated model = 0.327; and ECVI for independence model = 1.706. The indices also suggest that the reconstructed model fits very well with the data: ( $\chi^2 = 13.40$ ,  $p = 0.341$ ; ( $\chi^2/df = 1.117$ ; RFI = 0.916; NFI = 0.952; CFI = 0.995; RMSEA = 0.026; ECVI model = 0.347; ECVI for saturated model = 0.327; and ECVI for independence model = 1.706. In comparing the three models to the reconstructed model, an argument could be made that the research model fits slightly better with the data. However, in the reconstructed model, as presented in Figure 1, all of the paths are significant, and the model

Path coefficient	Reconstructed model
Protestant work ethic → Job involvement	0.342**
Job involvement → Affective organizational commitment	0.454**
Job involvement → Career commitment	0.437**
Career commitment → Continuance organizational commitment	0.276**
Career commitment ↔ Affective organizational commitment	0.217**
df	12
$\chi^2, p$	13.40; 0.341
$\chi^2/df$	1.117
RFI	0.916
NFI	0.952
CFI	0.995
RMSEA	0.026
ECVI	0.347
ECVI Saturated	0.327
ECVI Independence	1.706

**Table III.**  
Results of the  
reconstructed model

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has more meaning due to its power of explanation using a small number of paths.

The meaningful role of job involvement in all of the models was not verified in the current study, since there was no significant relation found between job involvement and continuance commitment. Therefore, the model suggested that the current study shows a relation between job involvement and continuance commitment through career commitment.

## Discussion

What determines the relationship between the worker and the organization? What are the main components of this relationship, and what is the level of analysis needed to understand its different aspects? How, if at all, does a worker's commitment contribute to the organization specifically, or to the work world in general? Finally, what are the implications of a commitment model such as this for administrators and workers in an organization? (Becker, 1992). This study attempts to answer these questions regarding a population of professionals employed in law firms, and then compares the findings with the three existing models of worker commitment, in order to find the most significant commitment capable of predicting the worker's connection to the organization.

In general, the current findings suggest that the five commitments are also meaningful in the case of the specific population studied here, as they create a link between the worker and the organization. This finding substantiates the claim of previous studies: that it is not any one single commitment, but rather a combination of commitments developed in the worker that can accurately predict the relations between the worker and the organization (Hackett *et al.*, 1994; Reichers, 1985; Somers, 1993).

Theoretical and empirical studies have indicated that the Protestant work ethic has an indirect influence on the formation of relations between the worker and the organization (McHoskey, 1994; Mudrack, 1999). This study also found that the Protestant work ethic is meaningful for building other commitments, such as career commitment or commitment to the organization, although its influence appears to be indirect through job involvement as a mediating variable (Mudrack, 1992, 1993).

The structure of commitments proposed for the first time by Morrow places job involvement at the end of the path of influence, thus suggesting that job involvement is the dependent variable most crucial for creating a connection between the worker and the organization. The findings of the current study, however, indicate that job involvement functions as a mediating variable between Protestant work ethic and affective commitment to the organization and career commitment (Greenhaus, 1971). This finding supports the assumption that job involvement, like Protestant work ethic, is a personal process that develops over time and is influenced by factors of education and

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socialization, and therefore is unlikely to fluctuate in the short run. Interestingly, in this profession, job involvement appears to be unrelated to the organizational commitments. The second mediating variable identified in the current study was career commitment. This finding suggests that for this group of professionals, the commitment to a career is also part of a personal development process, unrelated to the particulars of the employing organization (Ellemers *et al.*, 1998).

The fact that the organizational commitments are located at the end of the influence path reaffirms the purpose of this study: the importance of identifying and fostering the commitments that lead to organizational commitments. As the findings demonstrate, encouraging job involvement and providing a setting that allows for professional growth and development for lawyers in a law firm are steps for ensuring high commitment and devotion to the employing organization. As mentioned, in the context of a law firm, in which the individual and the organization represent each other in an intimate and unmediated connection, this finding can have crucial implications for the success of the employing organization.

Job involvement in one's occupation as it appears in Randall and Cote's model and in Cohen's model was found to influence both affective and continuance commitment to the organization. In contrast to these two models, no direct connection was found in the reconstructed model between job involvement and continuance commitment. The fact that continuous commitment was found to be mediated by career commitment underscores the importance of career development for this population. In theoretical terms, Greenhaus (1971) suggests that workers with a high career commitment are not necessarily expected to develop continuance commitment (Allen and Meyer, 1984; Blau, 1988). However, the current findings lead us to conclude that in an organization that provides opportunities for promotion, and in which workers can expect to develop a meaningful career course, high career commitment can have a positive effect and create a relationship of continuous commitment to the organization (Becker, 1960; McGee and Ford, 1987; Meyer *et al.*, 1990).

Another finding unique to this study is that job involvement is directly related to affective commitment, whereas career commitment is not. This may indicate that in this profession, dedication to the career is a value in and of itself, unrelated to the type of ethical underpinnings that would lead workers to affiliate themselves with specific organizational values. It appears that involvement in the work task itself and, presumably, the recognition that comes with it leads the worker to develop an affiliation with the organization and its goals.

The conclusions of the current study highlight a number of aspects. First, as has been suggested in the literature, commitment to the organization should be examined as a model of commitments and not as one influential commitment. That is, in building the relations between the worker and the organization,

there are a few meaningful variables that reciprocally influence the creation and the strengthening of such relations (Meyer *et al.*, 1998). Our findings indicate that certain commitments, which include personality components, are built over the years in long processes of education and socialization to the work world: Protestant work ethic and job involvement (McGinnis and Morrow, 1990). Although these commitments do have an effect on building the relations between the worker and the organization, the effect is not direct but associated with the individual's career commitment, as well as continuous and affective commitments to the organization. Finally, this study substantiates the claim that the interplay of work-related commitments is affected by the type of organization studied. The relationship between the employees in a public, non-profit organization and the employing organization is different and consequently influenced by different factors than those that characterize the employer-employee relationship in a law firm.

Future studies should continue to examine the two main conclusions: additional empirical investigations are necessary, first, to validate the influence of multiple commitments on the relations between the worker and the organization in general, and second, to investigate their particular influence on work results. Moreover, in regard to this study population, the finding that career commitment has a direct influence on creating the relations between the worker and the organization should be further examined, since it appears to have a direct influence on continuous organizational commitment.

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