

บทบาทของปัจจัยเชิงลบด้านองค์กรที่ส่งผลให้พนักงานในสถานประกอบการ ในภาคตะวันออกและกรุงเทพมหานครลดความทุ่มเทในการทำงาน

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บทคัดย่อ

งานวิจัยนี้เป็นงานวิจัยแบบผสมวิธีโดยใช้การวิจัยแบบเป็นลำดับขั้นโดยเริ่มจากการศึกษาในเชิงคุณภาพ และใช้การวิจัยเชิงปริมาณมาทดสอบสมมติฐานที่พัฒนาตัวแปรมาจากการวิจัยเชิงคุณภาพ การวิจัยเชิงคุณภาพมีวัตถุประสงค์เพื่อค้นหาปัจจัยเชิงลบทางด้านองค์กรที่ทำให้พนักงานในองค์กรลดความทุ่มเทในการทำงาน ใช้เครื่องมือเป็นแบบแนวทางการสัมภาษณ์เชิงลึก เก็บข้อมูลกับผู้ให้ข้อมูลจำนวน 32 ราย ซึ่งเป็นผู้ปฏิบัติงานในสถานประกอบการในภาคตะวันออกและกรุงเทพมหานคร ข้อมูลที่อิ่มตัวแสดงให้เห็นถึงปัจจัยเชิงลบทางด้านองค์กรที่ลดความทุ่มเทในการทำงานของพนักงาน ได้แก่ การขาดการสนับสนุนจากองค์กร ความเครียดอันเกิดจากการทำงาน ผู้นำที่ขาดประสิทธิภาพ ข้อจำกัดด้านโอกาสในความก้าวหน้าในตำแหน่งงาน สภาพแวดล้อมและวัฒนธรรมการทำงานที่ไม่ดี และการขาดความมั่นคงในการทำงาน จากผลการศึกษาดังกล่าว ผู้วิจัยต้องการทราบว่าตัวแปรหลักด้านใดของปัจจัยด้านองค์กรที่มีอิทธิพลต่อการลดความทุ่มเทในการทำงานของพนักงาน จึงได้ดำเนินการเก็บข้อมูลด้วยแบบสอบถามแบบมีโครงสร้างปลายปิด กับกลุ่มตัวอย่าง 315 ราย และทดสอบสมมติฐานด้วยการวิเคราะห์สมการลดด้วยเชิงเส้น ผลการศึกษาพบว่า การขาดสนับสนุนขององค์การ (X_1) ความเครียดในที่ทำงาน (X_2) ความเป็นผู้นำหรือการจัดการที่ไม่มีประสิทธิภาพ (X_4) ไม่มีผลกระทบทางสถิติต่ocommunity ความมุ่งมั่นในการทำงานของพนักงาน ที่นัยสำคัญทางสถิติมากกว่า 0.05 ในทางตรงกันข้าม ข้อจำกัดด้านโอกาสในการก้าวหน้าทางหน้าที่การทำงาน (X_3) พฤติกรรมเชิงลบของวัฒนธรรมและบรรยายกาศขององค์กร (X_5) และความไม่มั่นคงในงาน (X_6) ส่งผลกระทบที่สำคัญต่อความทุ่มเทในการทำงานของพนักงาน

คำสำคัญ: ปัจจัยลบด้านองค์การ พนักงาน ความทุ่มเทในการทำงาน

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THE ROLE OF NEGATIVE ORGANIZATIONAL FACTORS AFFECTING EMPLOYEE DEDICATION IN WORKPLACES IN THE EASTERN REGION AND BANGKOK

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Abstract

This research is a mixed-methods study utilizing a sequential explanatory design, starting with a qualitative study and using quantitative research to test hypotheses developed from the qualitative findings. The qualitative research aims to explore negative organizational factors contributing to employees' reduced dedication to work. It employed in-depth interviews with 32 participants, who were employees in various enterprises in the Eastern region and Bangkok province, considering the suitability of industrial estates and industrial zones. Data saturation indicated negative organizational factors reducing employees' dedication to work, including lack of organizational support, workplace-induced stress, ineffective leadership, limited opportunities for career advancement, poor work environment and culture, and job insecurity. The researchers sought to identify the main organizational factors influencing employees' reduced dedication to work and collected data using a structured questionnaire from a sample of 315 respondents. Hypotheses were tested using linear regression analysis. The study found that lack of organizational support (X1), workplace stress (X2), and ineffective leadership or management (X4) had no statistically significant impact on employees' dedication to work, with p-values greater than 0.05. Conversely, limitations in career advancement opportunities (X3), Negative environment and culture at work (X5), and job insecurity (X6) had a significant impact on employees' dedication to work.

Keywords: Negative Organizational Factors, Employees, Dedication of Work

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Introduction

Employee dedication is crucial to a company's success. A lack of job dedication hurts both the employee and the company, according to multiple studies. Undedicated workers may be less engaged in business events. Unmotivated workers may not want to help the company succeed and uphold its values. Insufficient job satisfaction and engagement can lead to absenteeism, turnover, and lower productivity Hackman and Oldham (1976). Thus, management must identify and address the causes of employee disengagement. (Saks, 2006). Discovered that individuals who lack job dedication exhibit lower productivity, higher rates of absenteeism, and are more prone to leaving their jobs. Disengagement may also hinder the recruitment and retention of high-caliber personnel by negatively affecting the organization's brand and work culture. Profitability, customer satisfaction, and the acquisition and retention of top talent can all be enhanced. Prioritize employee dedication if a business wishes to succeed in the fast-paced, competitive business environment of the present day.

According to recent surveys, many workers lack dedication. A 2021 Gallup survey found that 20% of employees worldwide are fully engaged at work, while 55% are not engaged or 25% are actively disengaged (Gallup, 2021). A 2020 Mercer survey of US employees found that 33% are highly engaged, 24% moderately engaged, and 43% disengaged. Additionally, organizational factors and employee dedication have been studied (Mercer, 2020). Job demands negatively affected employee engagement, while transformational leadership, job autonomy and organizational support positively affected it, according to Devil and Mahajan (2019). Other research by Churchill et al. (2023). Found that age, gender, job satisfaction, compensation satisfaction, and organizational culture affect employee turnover. The labor market changes, according to Bartczak and Szymankowska (2019). Depending on age, experience, and qualifications, employees have different hiring expectations and seek different incentives. For employers, motivating new hires to stay committed and engaged is difficult. A negative atmosphere, poor pay, and inappropriate relationships with superiors are common reasons for job resignations, according to research.

Negative organizational factors that reduce employee work dedication are crucial to this research. Organizations must understand these factors to overcome employee motivation and dedication issues that hurt productivity and performance. Investigating and identifying these negative factors can improve workplaces and employee engagement. This study examines how mitigating negative organizational factors affects employee commitment and success.

Research Objectives

1. To investigate detrimental organizational factors reducing employee dedication.
2. To examine the impact of negative organizational factors on employee dedication.

Research hypothesis of quantitative study

Hypothesis 1: Lack of organizational support (X1) affects employee dedication.

Hypothesis 2: Workplace stress (X2) impacts employee dedication.

Hypothesis 3: Limited growth opportunities (X3) affect employee dedication.

Hypothesis 4: Ineffective leadership (X4) affects employee dedication.

Hypothesis 5: Negative environment and culture at work (X5) impacts employee dedication.

Hypothesis 6: Job insecurity (X6) influences employee dedication.

Conceptual framework in the quantitative study

The negative organizational factors

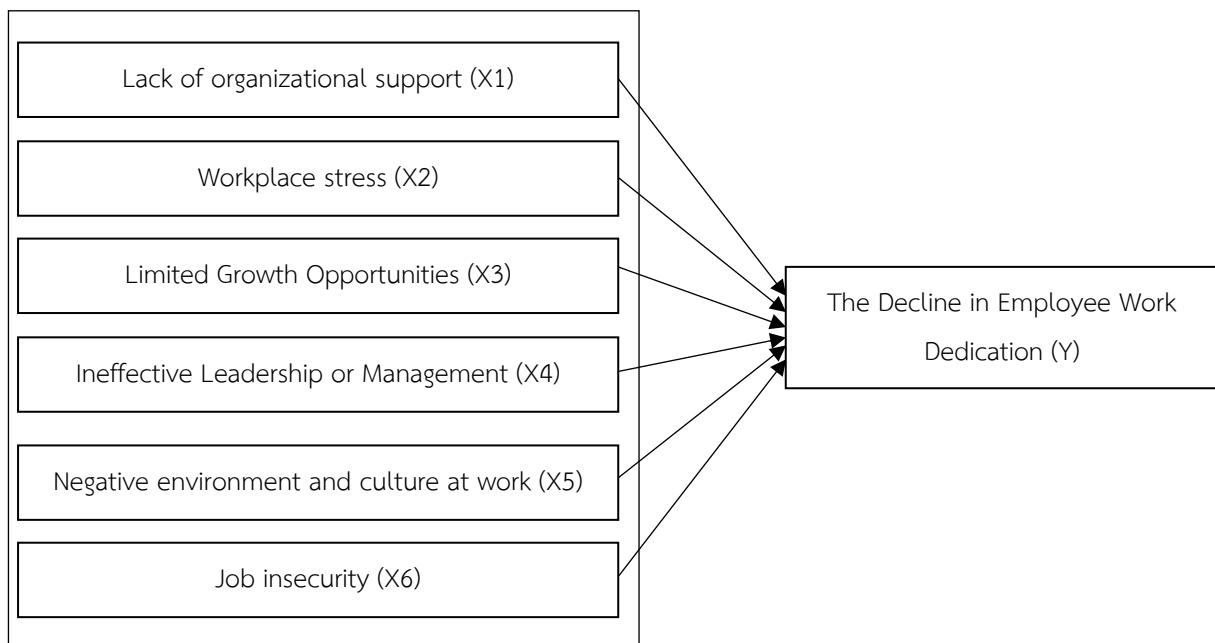


Figure 1 Conceptual framework

Literature Review

This study used qualitative methods initially, but then transformed them into quantitative variables for hypothesis testing. While avoiding any undue influence on the study's parameters, the relevant literature was reviewed to ensure robustness. To be discussed further

in conjunction with quantitative results, the review merely gives background information on variables. Therefore, the purpose of the literature review provided here is solely to provide background information about the variables in the quantitative study, which can later be analyzed in connection with the quantitative findings.

Organizational factors that commonly impact employee dedication to work

This literature review explores evidence on six vital organizational factors crucial for fostering employee dedication. Here's a summary of the extracted variables. The identified factors include:

1. Lack of organizational support diminishes employee dedication (Eisenberger et al., 2001). Discovered a correlation between insufficient organizational support and reduced affective organizational commitment, which in turn impacts task dedication. Employees who do not receive adequate support are more likely to experience reduced motivation, increased absenteeism, and a higher likelihood of leaving their job (Saks & Ashforth, 2000). According to (Canboy et al., 2023), there is a negative relationship between how much support hotel workers feel they receive from their organization and their levels of job satisfaction, commitment, and desire to leave their job. Effective support systems decrease employee turnover and boost motivation Intarakamol et al. (2022). Although lacking adequate support, certain employees display intrinsic motivation, although their overall commitment may still be impacted (Schunk & DiBenedetto, 2020; Good et al., 2022). Many of these relevant studies provide evidence for Hypothesis 1: Insufficient organizational support diminishes employee commitment.

2. Workplace stress, defined as the strain individuals experience due to job demands, can lead to adverse health outcomes (Leka & Houdmont, 2010). Chronic stress correlates with negative health effects and may diminish dedication to tasks Maslach et al. (2001). Burnout, characterized by emotional exhaustion and reduced accomplishment, is associated with lower job satisfaction and dedication (Lee & Ashforth, 1996). Moreover, work stress might contribute to employees' lack of dedication to their jobs. When employees are asked to work long hours or handle a heavy burden, they may experience exhaustion and job burnout, resulting in decreasing dedication and performance (Bakker et al., 2005). High job demands and low resources contribute to burnout, affecting dedication and intention to leave (Halbesleben & Buckley, 2004). Employees in demanding roles or facing overwhelming workloads experience decreased dedication and performance Cooper et al. (2001). Work-

related stress negatively impacts performance and social interactions (Wong et al., 2021), yet some employees develop coping mechanisms to manage stress (Bjärntoft et al., 2020). Despite stress being common, effective coping strategies are essential to maintain dedication to work. A multitude of pertinent studies support Hypothesis 2: Stress influences reducing employees' work dedication.

3. Lack of opportunity for growth and development: Without chances for growth and development, employees perceive limited prospects to master new skills or advance professionally (Anand et al., 2023). This lack leads to poorer job satisfaction and higher turnover intentions, potentially diminishing employee dedication (Tremblay et al., 2009). Wu and Liu (2022) found that limited career development choices impact employee engagement and dedication. To enhance loyalty and retention, they advocate for training and mentoring to help employees acquire new skills and advance in their careers. Career prospects significantly impact employee behavior, with stronger career progression correlating with higher job satisfaction, work engagement, and organizational dedication (Park, 2020). Conversely, limited career advancement opportunities are associated with higher resignation rates and absenteeism. Career advancement opportunities positively influence job attitudes and organizational dedication (Kim et al., 2017). Businesses that invest in career development retain more committed personnel (Intarakamol et al., 2022). While some individuals may possess intrinsic motivation, despite inadequate support, overall dedication levels may remain compromised (Schunk & DiBenedetto, 2020; Good et al., 2022). These findings support hypothesis 3: Lack of growth and development reduces employee dedication.

4. Ineffective leadership or management: Ineffective management may reduce employee dedication. Researchers have found that employees are less satisfied and dedicated when they perceive their bosses as inefficient or untrustworthy. Lack of clarity, autonomy, and resources at work might diminish motivation and commitment due to poor management (Blau & Boal, 1987; Klein & Kozlowski, 2000; Makambe & Moeng, 2020). Employees' perceptions of their leaders' effectiveness impact organizational dedication. Organizational dedication and task dedication deteriorate when workers regard their leaders as ineffective. Abusive supervision, characterized by persistent hostility, diminishes work engagement and organizational dedication. Bello (2012) and Sitthipongsakul and Intarak (2022) argue that ethical leadership and effective internal management enhance organizational performance, fostering fully committed subordinates. Without good leadership, corporate enthusiasm may wane. (Widagdo et al., 2018). Suggest that pay, benefits, and work satisfaction remain important even

under inadequate leadership. Even when leadership and management are poor, individuals remain motivated, work hard, and stay loyal to the company. Many of these relevant studies are possible to propose Hypothesis 4: Ineffective leadership or management influences a decrease in employees' work dedication.

5. Company culture and climate, including shared values, beliefs, and workplace atmosphere, significantly impact employee behavior and performance. Organizational culture that conflicts with personal values can cause dissatisfaction and decrease dedication (O'Reilly & Chatman, 1996). A hostile workplace with conflict and discrimination can also demotivate workers (Frazier et al., 2013). Negative culture and work climate increase turnover and decrease employee engagement, according to (Schneider et al., 2013). If organizational culture matches values, employees are more engaged and dedicated, but low trust and unclear expectations cause disengagement. Positive workplace culture increases employee dedication. Wang et al. (2020) found that good management and a positive workplace foster long-term employee satisfaction and loyalty. Workplace culture decreases resignation intentions. A healthy company culture that emphasizes employee-centricity, communication, and innovation motivates employees, according to Sirirat (2021). Thus, culture and environment-focused firms strongly affect staff mental health and motivation. Communication issues like language, tone, gestures, and disrespect can lower motivation, collaboration, and even resignation. Instead, healthy work cultures promote learning and integration to help employees achieve company goals. According to these findings, Hypothesis 5 suggests that negative company culture and climate decrease employee dedication.

6. Job instability, characterized by uncertainty regarding employment status and concerns about job security, has been linked to negative outcomes for employees such as increased stress and reduced job satisfaction (Probst & Brubaker, 2001). Tremblay et al. (2009) found that perceived job instability was negatively associated with employee work engagement and organizational dedication. Workers experiencing job insecurity were more likely to have lower levels of work engagement and organizational dedication, resulting in decreased work dedication. (Gragnano et al., 2020) noted that job insecurity negatively impacts employee attitudes and behaviors, correlating with lower job satisfaction, organizational commitment, work engagement, and higher turnover intentions. Employees perceiving job instability may become less committed to their work and organization, leading to decreased productivity and performance. Gunlu et al. (2010) observed that job instability predicted lower job satisfaction among hotel employees, leading to decreased motivation, commitment, and

effort. Overall, these studies suggest that job insecurity can lead to employee disengagement, adversely affecting the company. Addressing job uncertainty is crucial for enhancing job happiness, commitment and engagement (Adisa et al., 2023). Kucuk (2023) found that job role uncertainty affects work performance, prompting employees with unclear career paths to seek opportunities elsewhere. Similar research by Darvishmotevali and Ali (2020) revealed that job insecurity diminishes employees' quality of life, increases stress and demotivation at work, and reduces long-term commitment to the organization. These findings support Hypothesis 6: Job instability reduces employee dedication.

Research Methodology

This study employs a mixed-method approach, specifically using an exploratory sequential design. It starts with qualitative research to explore knowledge and truths within individual data providers. Quantitative research follows to verify alignment between qualitative findings and perceptual data. This approach aligns with Creswell's principles (1998, 2012, 2013, 2014), suggesting it yields more credible outcomes than using only qualitative or quantitative methods.

Qualitative research: This study identifies negative organizational factors affecting employee dedication through qualitative investigation. It begins with comprehensive semi-structured interviews following Patton (1990) criteria. Data are collected from employees in eastern Thailand and Samut Prakan, with 32 interviews achieving data saturation. Concurrent data analysis and iterative interviews are conducted until saturation, unless new insights emerge.

Quantitative research: Following qualitative findings, variables are extracted for hypothesis testing through multivariate regression analysis. A structured questionnaire gathers data from 315 individuals in the eastern region and Bangkok. The questionnaire's content validity exceeds 0.7 IOC score, and its reliability is confirmed with Cronbach's Alpha reaching 0.7 Cronbach (1970). The study adheres to statistical guidelines, employing multiple regression analysis to examine the impact of independent variables on workforce dedication.

Research Results

Qualitative Research

Findings from thorough interviews with 32 participants revealed saturated data pointing to negative organizational factors as contributors to decreased employee work

dedication. These variables, aligned with Creswell's (2014) guidelines for qualitative data analysis, are synthetically grouped as table 1.

Table 1 Negative organizational factors that cause employees to reduce their dedication to work.

Coding	Category	Theme
Negative treatment, bias, disrespect, neglect, ignoring, stifling creativity, demoralizing.	Lack of organizational support (X1)	Negative organizational factors that cause employees to reduce their dedication to work.
Striving, work-related stress, workplace pressure, competition, high outcome expectations.	Workplace stress (X2)	
Limitations on career advancement, no promotion, stagnation, no high-level positions, favoritism	Limited Growth Opportunities (X3)	
Bad management, lack of vision, favoritism, ignoring talent, not caring about what they have to say, and not having any rules or regulations	Ineffective Leadership or Management (X4)	
Toxic workplace culture, adverse environment, insubordination, condescension, ridicule, deceitful deference.	Negative environment and culture at work (X5)	
Uncertainty, instability, precariousness, vulnerability, instability, unpredictability, fear, doubt, risk	Job insecurity (X6)	

Findings from thorough interviews with 32 participants revealed saturated data pointing to negative organizational factors as contributors to decreased employee work dedication. These variables, aligned with Creswell's (2014) guidelines for qualitative data analysis, are synthetically grouped as follows: Lack of organizational support (X1), Workplace stress (X2), Limited growth opportunities (X3), Ineffective leadership (X4), Negative work environment (X5), and Job insecurity (X6), as illustrated in Table 1.

Quantitative Research

The study summarizes data from 315 survey respondents. in Table 2 showing the demographic Characteristics of the Respondents

Table 2 Demographic Characteristics of the Respondents

Demographic Factors	Descriptive Statistics
Gender	Female: 225 (71.4%) Male: 90 (28.6%)
Age	20-35: 223 (70.8%) 36-50: 86 (28.3%) 51-60: 6 (1.9%)
Education	Bachelor's degrees: 208 (66.0%) Master's degrees: 73 (23.2%) Doctoral degrees: 20 (6.3%)
Work experience	7-10 years: 105 (33.3%) 3-6 years: 72 (22.9%) 11-15 years: 71 (22.5%)
Province of work	Chonburi 153 (48.6%) Bangkok: 93 (29.5%) Rayong: 33 (10.5%) Samut Prakan: 15 (4.8%) Other

Two-tailed significance values are used to assess variable correlation to reduce multicollinearity. A significance level below 0.05 rejects the null hypothesis and supports the alternative. This study found that all independent variables showed significant differences from zero ($p < 0.05$). Several relationships stood out.

Table 3 ANOVA for negative organizational factors affecting employee dedication.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	154.272	6	25.712	42.029	.000*
Residual	188.423	308	.612		
Total	342.694	314			

* Statistically significant at the 0.05 level.

Table 3 shows that the ANOVA test has a F value of 42.029 and a Sig. value of 0.000, indicating 0.05 significance. It rejects the null hypothesis and suggests that at least one independent variable affects the dependent variable. The independent variables can be used in multiple linear regression analysis, as shown in Table 3.

Table 4 The impact of negative organizational factors on employee dedication.

Variables	B	Beta	t	Sig.	Collinearity Statistics	
					Tolerance	VIF
Constant	.460		2.481	.014		
Lack of organizational support (X1)	-.034	-.035	-.565	.573	.463	2.161
Workplace stress (X2)	.083	.076	1.333	.183	.547	1.829
Limited Growth Opportunities (X3)	.340	.329	4.963	.000	.407	2.460
Ineffective Leadership or Management (X4)	-.092	-.097	-1.409	.160	.376	2.662
Negative environment and culture at work (X5)	.300	.306	4.454	.000	.379	2.640
Job insecurity (X6)	.202	.198	3.539	.000	.572	1.748

R= 0.671, R2= 0.450, Adjusted R2 =0.439, Durbin-Watson = 1.775, F = 42.029, Sig. = 0.000*

* Statistically significant at the 0.05 level.

Table 4 presents the outcomes of the multiple linear regression analysis, indicating that limited career advancement opportunities (X3), negative organizational culture and environment (X5), and job insecurity (X6) significantly influenced employees' work dedication. Conversely, lack of organizational support (X1), workplace stress (X2), and ineffective leadership or management (X4) showed no statistically significant impact on work dedication. Below are the equations representing the relationships between variables using raw or unstandardized scores:

$$Y = 0.460 - 0.034*(X1) + 0.083*(X2) + 0.340*(X3) - 0.092*(X4) + 0.300*(X5) + 0.202*(X6)$$

In standardized score form (Standardized), the correlation equation is:

$$Z = -0.035*(Zx1) + 0.076*(Zx2) + 0.329*(Zx3) - 0.097*(Zx4) + 0.306*(Zx5) + 0.198*(Zx6)$$

The multiple linear regression analysis resulted in an R-squared (R2) value of 0.450, indicating that 45.0% of outcome variability is accounted for by the independent variables. The remaining 55% variability is attributed to unexamined factors. The Durbin-Watson statistic, with a value of 1.755, falls within the range of 1.5 to 2.5, indicating data point independence.

All variance inflation factor (VIF) values for independent variables were below 10, aligning with Kanlaya Wanichbancha's recommendation in 2001, indicating no multicollinearity or linear relationships among predictors.

Conclusion and Discussion

The qualitative research findings uncover several dimensions of negative organizational dynamics, classified into distinct categories: "Lack of organizational support (X1)," "Workplace stress (X2)," "Limited Growth Opportunities (X3)," "Ineffective Leadership or Management (X4)," "Negative environment and culture at work (X5)," and "Job insecurity (X6)." When the variables were tested for the consensus, the results were summarized as follows.

1. For "Limited growth and development (X3)," the analysis yielded a coefficient of determination of 0.340 for raw scores, 0.329 for standardized scores, and a t-test statistic of 4.963, with Sig. 0.00 below 0.05. Consequently, the null hypothesis is accepted, indicating limited growth opportunities do not significantly demotivate workers. However, they can substantially reduce job motivation, as ineffective organizational practices and inadequate support from management contribute to lower job satisfaction and increased turnover (Aburumman, Salleh, Omar, & Abadi, 2020); Hester, Bridges, & Rollins, 2020).

2. The study found that "Negative work environment and culture (X5)" significantly reduces employee dedication, as indicated by the positive standardized coefficient. Effective management and a positive workplace culture lead to long-term employee satisfaction and loyalty (Wang et al., 2020). Conversely, poor communication and negative work environments can diminish motivation and cooperation (Sirirat, 2021).

3. For "job instability (X6)," the analysis revealed a significant decrease in dedication among employees due to job insecurity. This aligns with the findings of Adisa et al. (2023), Kucuk (2023), and Darvishmotevali and Ali (2020), who highlighted the adverse effects of job insecurity on work performance and long-term commitment to the organization.

4. The study on "Ineffective leadership or management (X4)" yielded non-significant coefficients and a t-test statistic above 0.05, suggesting that poor leadership does not significantly affect employee job commitment. This contradicts previous research by Bello (2012) and Sitthipongsakul and Intarak (2022). Despite ineffective leadership, other factors like pay, benefits, and job satisfaction can maintain employee motivation, as noted by Widagdo et al. (2018).

5. The analysis of “Workplace stress (X2)” showed a coefficient of determination of 0.083 for raw scores and 0.076 for standardized scores, with a t-test statistic of 1.333. Despite this, the significance level (Sig.) of 0.183 exceeds 0.05, leading to the hypothesis rejection. Thus, workplace stress does not significantly contribute to employee dedication. This contradicts previous research, though effective management can mitigate its impact, as indicated by Cooper et al. (2001), Schepker and Dimitriou (2021), and Bjärntoft et al. (2020).

6. The regression analysis for “Lack of organizational support (X1)” revealed non-significant coefficients (-0.034 raw, -0.035 standardized), with a t-test statistic of -0.565 and a significance level (Sig.) of 0.573, surpassing 0.05. This indicates that perceived lack of support doesn't significantly affect employee dedication. This contrasts with the findings of (Intarakamol et al., 2022) who suggested that robust support systems enhance motivation and performance. However, intrinsic factors, as noted by Schunk & DiBenedetto (2020), and intrinsic motivation, as highlighted by Good et al. (2022), may compensate for weak organizational support.

Implications of the Study

The study provides valuable insights into the diverse organizational dynamics that impact employee commitment. Although the influence of organizational support was not found to be statistically significant, improving communication and support systems has the potential to enhance commitment. While stress management initiatives are not essential, they still offer advantages in reducing commitment issues caused by stress. Emphasizing the significance of investing in career paths and skill development, it became evident that providing abundant growth opportunities is crucial. Although the lack of effective leadership does not have a significant impact according to statistics, it is still crucial to invest in leadership development in order to create a positive work environment. The study highlights the significant impact of organizational culture on commitment, promoting the implementation of strategies such as transparent communication and acknowledgment. The presence of job insecurity has a significant impact on employee commitment, indicating the necessity for implementing strategies to improve job security and address employee concerns. In general, taking these factors into account can lead to a workforce that is more dedicated and involved.

Future Studies

Future research should strive to enhance our comprehension of the intricate relationship between organizational dynamics and employee commitment in order to inform evidence-based interventions and practices.

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