

## Accepted Manuscript

**Title:** Profiles of Commitment in Standard and Fixed-Term Employment Arrangements: Implications for Work Outcomes

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**DOI:** <https://doi.org/10.1287/isre.2022.1167>

**Journal:** European Journal of Work and Organizational Psychology

**Citation:** Cooper, J. T., Stanley, L. J., Klein, H. J., & Tenhiälä, A. (2016). Profiles of commitment in standard and fixed-term employment arrangements: Implications for work outcomes. *European Journal of Work and Organizational Psychology*, 25(1), 149-165.

This article has been accepted for publication and undergone full peer review but has not been through the copyediting, typesetting, pagination and proofreading process, which may lead to differences between this version and the Version of Record. Please cite this article as doi: .....

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Profiles of Commitment in Standard and Fixed-Term Employment Arrangements:

Implications for Work Outcomes

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Authors' Note

We wish to thank the Ministry of Labor and the Ministry of Education in Finland for providing funding for the data collection as well as the universities that participated in the project.

A version of this article was presented at the annual meeting of the Academy of Management, Boston, Massachusetts, August 2012.

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### Abstract

This paper develops and tests a framework for understanding the relative importance and predictive efficacy of commitment to one's profession, organization, supervisor, and job in both standard and fixed-term employment arrangements. Drawing from the commitment and employment arrangement literatures, we test a set of hypotheses identifying distinct patterns of commitments (i.e., commitment profiles) to these four targets that should yield desired work-related outcomes in standard and fixed-term employment arrangements. We test our hypotheses using latent profile analysis on data collected from two Finnish universities ( $N1 = 235$ ,  $N2 = 233$ ). A high macro profile, characterized by high commitment to profession, organization and job, and moderate commitment to supervisor, emerged for employees in standard employment relationships and this profile was associated with significantly higher positive work behaviors and work effort and lower turnover intentions than the other profiles. For employees with fixed-term employment contracts, a high cosmopolitan profile emerged, characterized by high commitment to the profession and job and low commitment to the organization and supervisor. For these employees, this profile was associated with positive work behaviors and work effort comparable to the high macro profile. Implications for theory, research, and practice are discussed.

*Keywords:* Commitment, Profile of Commitment, Fixed-Term Employment Arrangement, Latent Profile

### Analysis

## Profiles of Commitment in Standard and Fixed-Term Employment Arrangements:

### Implications for Work Outcomes

Commitment continues to be a topic of interest for researchers and practitioners due to its relationship with important outcomes such as job satisfaction, turnover and citizenship behaviors (Cooper-Hakim & Viswesvaran, 2005; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). The majority of commitment research has focused on the employing organization as the target and employees in standard employment arrangements (see Connelly, Gallagher & Gilley, 2007; Coyle-Shapiro & Morrow, 2006; Gallagher & McLean Parks, 2001; Lee & Johnson, 1991; Liden, Wayne, Kraimer, & Sparrowe, 2003; McElroy, Morrow, & Laczniak, 2001 for exceptions). Yet, evidence indicates that employees are a) simultaneously committed to multiple targets (e.g., supervisor, profession, etc.; Becker & Billings, 1993; Morin, Morizot, Boudrias, & Madore, 2011), and b) increasingly in alternative employment arrangements – any mode of employment that is not standard, full-time, permanent employment (e.g., independent contractors, temporary help). It is thus important to understand the patterns of commitments to various targets (i.e., commitment profiles) for those in both standard and alternative employment arrangements and the outcomes associated with those profiles.

A significant proportion of workers in the United States (US) and the European Union (EU) are employed in alternative arrangements (Bureau of Labor Statistics, 2005; European Commission, 2010). In this study, we focus on a specific type of alternative employment arrangement, fixed-termed contracts. These arrangements include full- or less than full-time, finite duration relationships with employees. Finland, the context for the current study, uses fixed-term contracts more than the EU average, especially among younger employees (European Commission, 2010). For these employees, organizational commitment may be less relevant and commitment to other targets (e.g., profession, projects, or job goals) more desirable for both the organization and the employee (cf.

Gallagher & McLean Parks, 2001). Indeed, it has been suggested that the organization often cannot and should not be the primary target of commitment (Meyer, 2009; Reichers, 1985). In employment arrangements where separation from the organization is inevitable, strong bonds between the employee and the organization can make the separation more stressful (Galais & Moser, 2009). Furthermore, as noted by Johnson, Chang, and Yang (2010), it is necessary to examine multiple targets of commitment as a set to fully understand commitment-behavior relationships, because it is the combination of commitments, rather than any one commitment alone, that influences behavior (Meyer, Stanley, & Vandenberg, 2013; Johnson et al., 2010; Vandenberg & Stanley, 2009). Individuals can develop various combinations of commitments to different targets (e.g., high commitment to profession and job, low commitment to supervisor and organization), and it is important to identify the profiles (i.e., patterns of commitments to various targets) that are most likely to emerge in different contexts and understand how those profiles influence employee attitudes and behavior.

The purpose of this paper is to identify and compare profiles of commitment (to profession, organization, supervisor, and job goals), and important work outcomes related to continuation and motivation associated with those profiles (i.e., positive work behavior, work effort, turnover intention), in both standard and fixed-term employment arrangements. We use Latent Profile Analysis (LPA) to identify the unique combinations of commitment targets for each of these employment arrangements. In doing so, we test Johnson et al.'s (2010) idea that it is the *relative importance* of various commitment targets, rather than any single target, that is critical to predicting workplace behavior. We contribute to research on commitment profiles (see Meyer et al., 2013 for an overview) by examining profiles of targets of commitment in the context of fixed-term vs. standard employment arrangements. Previous profile studies have examined targets of commitment, but this study is the first to examine the functionality (i.e., ability to predict outcomes of interest) of different

target profiles in standard and fixed-term employment relationships. Further, we draw from theory on relational and transactional employment arrangements (Rousseau, 1989; Lepak & Snell, 1999; 2002) to suggest that the nature of the employment arrangement influences the relative functionality of commitment target profiles. Specifically, for employees in fixed-term employment arrangements, commitment to one's profession and job is beneficial for the employee and the organization, and commitment to one's supervisor and organization may be less important. From a practical perspective, the current study identifies profiles that are more functional for a given employment arrangement. This will allow practitioners to tailor HR policies and practices to promote commitment to the appropriate targets in order to ensure the best outcomes for both the organization and employees.

We begin by reviewing key concepts related to commitment and standard and fixed-term employment relationships. We then extend those literatures to present and test hypotheses regarding the profiles that will emerge in standard and fixed-term employment arrangements and the relative functionality of the profiles in terms of several relevant workplace outcomes. Lastly, we discuss the implications of our results for both theory and practice.

### **Commitment**

Commitment is “a volitional psychological bond reflecting dedication to and responsibility for a particular target.” (Klein, Molloy, & Brinsfield, 2012). Klein et al. define commitment in a “target-free” manner and present a process model applicable to any target or context. The primary outcomes of commitment in that model are continuation (i.e., the reluctance to withdraw from the target), and motivation (i.e., a willingness to put forth effort toward or on behalf of the target). Hence, we examine the effects of commitment target profiles on variables related to these two outcomes. Specifically, we study the relationships between the commitment target profiles and turnover intentions – and indicator of continuation – and the motivational constructs of effort and positive

work behaviors. In addition to selecting outcomes reflective of the primary consequences of commitment, we selected outcomes that have relevance to organizations and their employees in order to demonstrate the practical importance of any differences in commitment profiles that emerge between employees with standard versus fixed-term employment.

### **Commitment Targets**

We know that commitment to a given target is not independent of commitment to other targets (Meyer et al., 2013) and that individuals are simultaneously committed to multiple targets (Becker & Billings, 1993; Carson, Carson, Roe, Birkenmeier, & Phillips, 1999; Gouldner, 1957; Morrow, 1983; Morin et al., 2011; Reichers, 1985; Simon, Smithburg, & Thompson, 1950; Swailes, 2004). However, the vast majority of commitment research has focused on a single target – most often, the organization. More work is needed in order to identify the profiles of commitment targets and their associated outcomes.

“Organization” refers to the company, firm, or other entity for which the committed individual is performing work. In alternative work arrangements, this may or may not be the employing organization. Organizations are complex and consist of work groups, teams, supervisors, and jobs (Meyer, 2009) all of which are also potential targets of commitment. Furthermore, employees may develop commitments to external entities, including profession and clients.

Uncertainty regarding sustained employment within a single organization has led individuals to become increasingly committed to their profession (Carson & Bedian, 1994; Colarelli & Bishop, 1990). A profession refers to the vocation or occupation one has chosen to pursue in his or her work life (Blau, 1985; Carson & Bedian, 1994). Colarelli and Bishop (1990) noted that professional commitment can enable an individual to develop the skills and relationships necessary to have a successful career regardless of the organization for which the individual works. As such, commitment to one’s profession may be very functional for those in fixed-term employment arrangements. Some

evidence suggests that professional and organizational commitment are compatible (i.e., positively associated; Lee, Carswell, & Allen, 2000; Meyer & Allen, 1997; Wallace, 1993), but many questions regarding the compatibility of these two targets remain (Meyer et al., 2013; Vandenberghe, 2009).

Targets such as one's profession and organization have been the focus of much commitment research, but more proximal targets (e.g., supervisor, job tasks) may predict behavior more strongly (Becker, 2009; Lawler, 1992). Becker (2009) suggests that the more meaningful interactions an employee has with a target, the more salient that target will be. For example, among employees who report to their supervisors on a regular basis, commitment to the supervisor may predict performance more strongly than commitment to the organization. However, for employees in fixed-term employment arrangements who may soon be working for another organization, developing strong bonds with a supervisor may not be desirable, and can make leaving more stressful.

Another target which has received attention in commitment research is one's job. A job is "a set of task elements grouped together under one job title and designed to be performed by a single individual" (Ilgen & Hollenbeck, 1991). Because employees must think about their job tasks on a daily basis, this target may be more relevant than targets that are more distal in nature (i.e., the organization, profession) (Becker, 2009; Lawler, 1992). By focusing on the job at hand, rather than the organization, employees in fixed-term employment arrangements may be better able to protect themselves from the feelings of loss at the end of their contract. In addition, performing their job well is essential to employees in fixed-term employment arrangements in order to facilitate securing future assignments.

### **Profiles of Commitment**

Recently, commitment researchers have begun focusing on person-centered approaches (e.g., latent profile analysis) to capture patterns of commitments to multiple targets and/or mindsets (e.g., Gellatly, Meyer, & Luchak, 2006; Sinclair, Tucker, Cullen, & Wright, 2005). Meyer et al. (2013)

suggest that person-centered methods such as latent profile analysis complement traditional, variable-centered techniques by detecting complex interactions of four or more variables; effects that are difficult to capture using methods such as multiple regression. This approach is gaining popularity among commitment researchers, but more work is needed to understand the interplay among multiple commitments (Meyer, Stanley, & Parfyonova, 2012). Below we review the prior research on commitment profiles, limiting our focus to studies examining profiles of multiple targets (rather than mindsets such as affective, normative, etc.) as the current study examines target profiles and because we conceptualize commitment as being unidimensional (Klein et al., 2012).

Research suggests that the way any one commitment target is experienced depends on the relative degree of commitment to other targets (Gellatly et al., 2006; Johnson et al., 2010; Meyer & Herscovitch, 2001). Some have suggested that workplace targets are generally compatible (Cooper-Hakim & Viswesvaran, 2005; Meyer & Allen, 1997; Lee et al., 2000; Wallace, 1993) but evidence indicates that targets can be in conflict (Gouldner, 1957; Gordon & Ladd, 1990; Randall, 1988), particularly when they create competing demands. As a result, high commitment across a particular set of targets may be desirable in some contexts, but less desirable in others. Furthermore, a particular target may be highly salient in one context and largely irrelevant in another.

Becker and Billings (1993) identified four distinct profiles of commitment to the organization, top management, supervisor and workgroup. They found a “committed” profile (high commitment to all targets), an “uncommitted” profile (low commitment to all targets), a “globally committed” profile (higher commitment to top management and organization and lower commitment to supervisor and workgroup), and a “locally committed” profile (high commitment to supervisor and workgroup and low commitment to top management and organization). The committed profile was associated with the most favorable outcomes (e.g., high job satisfaction and prosocial behavior, reduced intentions to quit), while the uncommitted profile was associated with the least favorable outcomes. The outcomes

associated with the globally and locally committed profiles fell between the committed and uncommitted profiles and generally were not different from one another.

In a study examining the same targets, Swailes (2004) found distinct profiles within two samples of employees: public and management accountants. The results were similar to those of Becker and Billings (1993) in that within each sample, a “committed” and an “uncommitted” profile emerged. A “locally committed” group similar to Becker and Billings’ (1993) emerged in the sample of public accountants as well as an “organizationally committed” profile (higher commitment to the organization and lower commitment to the other targets). In the management accounting sample, two unique profiles emerged: a “supervisor committed” (higher supervisor commitment and lower commitment to the organization, top management and workgroup) and a “workgroup committed” (higher workgroup commitment and lower commitment to the organization, top management and supervisor). For the management accountants, there were no significant differences in achievement and innovation across profiles. However, for the public accountants, the committed profile was generally associated with higher innovation and achievement relative to the other profiles.

Carson et al. (1999) examined organizational and career commitment in a sample of medical librarians. They identified a “dually committed” profile (high commitment to both targets), an “uncommitted” profile (low commitment to both targets), “careerists” (high commitment to the career), and “organizationalists” (high commitment to the organization). The dually committed profile was associated with the highest positive attitudes (e.g., job satisfaction, career satisfaction, empowerment) and the lowest withdrawal (job and career). The uncommitted profile exhibited the opposite pattern of results. The remaining profiles fell between the extremes and showed no significant differences in outcomes. Similarly, Somers and Birnbaum (2000) found almost identical profiles in a sample of professional hospital employees. The profiles that emerged showed no differences in job performance. However, the dually committed profile was associated with the most

positive work attitudes (e.g., job satisfaction, job involvement, withdrawal intentions) while the uncommitted profile was associated with the least positive work attitudes. The careerists and organizationalists fell between the extremes.

Finally, Morin et al. (2011) examined profiles of commitment to seven targets (organization, workgroup, supervisor, customer, job, work, and career). Five distinct profiles emerged: “supervisor-committed” (moderately high commitment to supervisor and moderate commitment to the remaining targets) “career-committed” (moderately high commitment to career and low commitment to the remaining targets), “workplace-committed” (low commitment to career, moderate commitment to job and work, and higher commitment to the organization, workgroup, and customers), “uncommitted” (low commitment to all targets), and, “committed” (high commitment to all targets). Employees in profiles characterized by high commitment to supervisor reported higher in-role performance than other profiles. Employees in profiles characterized by high career commitment reported low perceived justice and job satisfaction and high turnover intentions.

Together, this research indicates that within any organization, subgroups of employees reporting different degrees of commitment to various targets (i.e., profiles of commitment) may exist (Meyer et al., 2013). However, the current study is the first to examine profiles of targets of commitment in the context of fixed-term vs. standard employment arrangements. In doing so, we examine profiles of commitment to one’s organization, profession, supervisor, and job goals, targets chosen to embody varying degrees of abstraction and psychological distance as described by Becker (2009), and because they may be differentially important depending on the employment arrangement.

### **Standard vs. Fixed-Term Employment Arrangements**

Several frameworks for understanding fundamental differences in employment arrangements exist (e.g., Cappelli & Keller, 2012), but together, these frameworks suggest that arrangements vary in terms of expected duration and mutual investment (Rousseau, 1989; Lepak & Snell, 1999; 2002).

Rousseau (1989) notes that patterns of obligations between employers and employees fall into two categories: a) relational agreements, involving an indefinite duration and mutual trust, reciprocity, and loyalty, and b) transactional agreements, involving a finite duration exchange. Standard employment refers to the traditional notion of the employment arrangement, specifically, ongoing relationships with employees, in whom organizations invest and take actions to reduce turnover (Gallagher & Sverke, 2005; Mangum, Mayall, & Nelson, 1985). Such employment is offered to “core” employees who bring unique and valuable human capital to the organization, in the form of knowledge and skills not readily available on the market, necessary to meet strategic objectives (Lepak & Snell, 2002). Employment relationships with these core employees can be described as more relational in nature while employment relationships involving fixed-term employees can be described as more transactional in nature.

Fixed-term employment arrangement refers to any mode of employment that involves a short-term contract. These arrangements include full- or less than full-time, finite duration relationships with employees in whom the organization invests little. Instead, organizations attempt to establish and maintain attachment to appropriate targets (e.g., job goals, work tasks) through the duration of the established employment arrangement. Bureau of Labor Statistics (BLS; 2005) data indicate that approximately one in ten U.S. workers is employed in an alternative (non-standard) employment arrangement. Likewise, in the EU, 13.5% of employees work in fixed-term contracts, ranging from 1% in Romania to more than 25% in Spain and Poland (European Commission, 2010). In this paper we consider workers with fixed-term work contracts and compare them to individuals with standard work contracts. These two groups work side by side and yet their employer has taken different approaches in how they are employed. These two types of contracts represent clear examples of individuals working in alternative versus standard employment arrangements.

## Hypotheses

Klein et al. (2012) suggest that an individual can effectively pursue multiple commitments as long as the demands of those commitments are compatible. This is because an individual's commitments may be unlimited, but resources such as time and effort are not. Thus, when demands are in conflict, the most relevant target(s) will receive the individual's time and attention. Some evidence suggests that the nature of one's employment relationship may influence the relevance and strength of attachment to various targets (Johnson, Morgeson, Ilgen, Meyer, & Lloyd, 2006). Drawing a parallel to Rousseau's (1989) distinction between relational and transactional employment arrangements, we suggest that those in standard employment relationships will develop strong attachments to the organization and their job, profession, and supervisor because the organization invests in them and makes efforts to retain them. De Cuyper and De Witte (2007) state "...it is generally assumed that the psychological contract of permanent workers compared with temporary workers includes more relational psychological contract entitlements...", meaning that these employees are more likely to commit to a broader array of organizationally related targets. Furthermore, fixed-term employees' psychological contracts can be more transactional in nature as they focus on monetary and performance-based inducements. Organizations invest less in employees in fixed-term employment relationships; in return, these employees may focus on targets that are not specific to the client organization; specifically, profession and job.

While fixed-term employees may be motivated to show their value to the organization in order to gain a permanent position within the organization, it is those inducements that individuals *expect* to receive (i.e., entitlements), rather than the inducements that they hope to receive that are important. Relative to fixed-term employees, standard employees expect to receive more relational psychological contract entitlements (in addition to transactional entitlements) (DeCuyper & DeWitte, 2007). However, while fixed-term employees may hope to receive these relational entitlements (e.g.,

job security, advancement within the organization), many may expect to receive only transactional entitlements (e.g., good pay for work performed, job and professional experience). We suggest that employees respond to these expectations accordingly: in return for both relational and transactional entitlements, standard employees may commit to the full range of workplace targets while fixed-term employees may focus on targets that are most relevant to the inducements that they expect to receive (i.e., pay, experience) – the job and profession. We will first address employees in standard employment arrangements and then discuss employees in fixed-term employment arrangements.

First, employees in standard employment arrangements are likely to develop strong attachments to the organization in exchange for inducements such as promotions, training, and development. In these standard arrangements, firms employ HR policies and practices designed to attract, develop, and retain the most unique and valuable employees, and in the process signal that commitment to the organization is expected and rewarded (Lepak & Snell, 2002). These employees are likely to experience positive feelings toward the organization, and have a strong desire to stay with the organization.

Second, these employees are likely to experience strong professional commitment. Building on Rousseau's (1989) relational-transactional framework, organizations invest in these employees by offering more opportunities for advancement and thereby facilitate higher professional commitment. By offering standard employment contracts and therefore more stability, the organization signals that it encourages internal, rather than external, career paths. Prior research supports the compatibility of professional and organizational commitment, and the benefits associated with dually committed employees. Specifically, individuals reporting high professional commitment often exhibit behavior which benefits the organization, including high job performance, organizational citizenship behavior, and strong intentions to stay (Lee et al., 2000; Meyer, Allen, & Smith, 1993). Carson et al. (1999) found that individuals who were dually committed to their organization and profession showed lower

withdrawal intentions and higher job satisfaction than individuals committed to their organization alone.

With regards to our third target, high commitment to the organization may spill over to other targets within the workplace including one's supervisor. Evidence suggests that individuals often associate their supervisors with the organization (Becker, 1992). Due to the long-term nature of the employment relationship, supervisors are more likely to invest in their relationships with employees in standard employment arrangements relative to those in temporary employment arrangements (Rousseau, 1989). In return, these employees are more likely to develop strong bonds with their supervisors. Individuals who are committed to their supervisor engage in behavior directly benefitting the broader organization, including organizational citizenship behavior (Redman & Snape, 2005) and innovation (Swales, 2004).

Finally, these employees are often offered standard employment arrangements because they possess highly specialized and valuable skills that may not be readily available in the market (Lepak & Snell, 2002). The organization invests in them and expects them to perform a specific job, and in return, these highly valued employees may develop an attachment to the job. Becker and Billings (1993) demonstrated that individuals working in standard employment arrangements who were committed to multiple workplace targets exhibited lower intentions to quit and higher job satisfaction than those individuals who were less committed to these targets.

Together this evidence suggests that for employees with standard employment contracts, a profile characterized by high commitment to the organization, profession, supervisor, and job will emerge. We do not expect that all employees in standard employment relationships will fall into this "committed" profile (i.e., additional profiles are expected to emerge), but we expect that among standard employees, the committed profile will be more functional than other profiles that may

emerge:<sup>1</sup>

*Hypothesis 1: For standard employees, a “committed” profile will emerge consisting of high commitment to the organization, profession, supervisor, and job goals.*

*Hypothesis 2: For standard employees, those with the “committed” profile will exhibit (a) higher positive work behaviors, (b) higher work effort, and (c) lower turnover intentions relative to individuals with other commitment profiles.*

Fixed-term employment arrangements last only as long as they benefit both the employee and the organization and tend to be more finite in nature (McLean Parks, Kidder, & Gallagher, 1998). The organization invests less in these employees relative to those in standard employment arrangements and is more concerned with productivity and efficiency than long-term retention. Accordingly, fixed-term employees are less likely to develop attachments to the organization and their supervisors in order to protect themselves from the stress and sense of loss that may occur at the end of the contract. Evidence suggests that employer instability is more detrimental and stressful for those who are highly committed to the organization relative to those who aren't committed to the organization (Probst, 2000). Instead, these employees are more likely to focus on aspects of their work lives that they can control: job tasks and their professions. This is *not* to say that fixed-term employees are *less* committed than standard employees; rather, they may be *differently* committed.

In providing a fixed-term contract, the organization signals that the focus should be on successful completion of job tasks, rather than building a long-term relationship with the organization and its members. For such employees, performing well is still important for achieving career goals, as the successful completion of assignments can be instrumental in obtaining future opportunities

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<sup>1</sup> We propose a set of specific a priori hypotheses to test given our expectation that certain profiles will emerge based on prior profile research on commitment to different targets and the differences between standard and fixed-term employees. In doing so, we do not formulate formal hypotheses for all profiles found in prior work that did not include fixed-term workers (e.g., Becker and Billings, 1993; Swailes, 2004) but rather focus on those profiles that are most relevant to standard and fixed-term employment relationships (e.g., “committed” and “cosmopolitan commitment” profiles).

outside the organization. The profile of commitment associated with the most favorable outcomes for these fixed-term employment relationships is likely one which correlates with positive feelings toward work, a strong desire to continue working toward career goals, and high effort and a willingness to effectively and efficiently fulfill job requirements. In fact, some evidence suggests that temporary employees are more satisfied with their jobs than employees in standard arrangements (Sodenkamp & Schimide, 2001). Gouldner (1957) labeled individuals who are more committed to their professions than their organizations as “cosmopolitans.”

Based on this evidence, we expect that among fixed-term employees, a “cosmopolitan commitment” profile will emerge characterized by low commitment to the organization and supervisor and high commitment to the profession and job. Again here, we do not expect all fixed-term employees to have this profile, but we expect that the cosmopolitan profile will be more functional than the other profiles that may emerge for fixed-term employees:

*Hypothesis 3: For fixed-term employees, a “cosmopolitan commitment” profile will emerge consisting of low commitment to the organization and supervisor and high commitment to the profession and job goals.*

*Hypothesis 4: For fixed-term employees, those with the “cosmopolitan commitment” profile will exhibit (a) higher positive work behaviors, and (b) higher work effort relative to individuals with other commitment profiles.*

## **Method**

### **Research Context**

Our sample consists of individuals working at two universities in Finland. We chose this setting because the regular use of fixed-term employment contracts provides an excellent context to study commitment profiles in standard versus fixed-term employment arrangements. Individuals with standard contracts are engaged in full-time, direct employment secured by internal resources (i.e., the Ministry of Education); whereas individuals with fixed-term contracts share characteristics of both direct hire temporary employees and independent contractors as defined by Cappelli and Keller

(2012). More specifically, individuals with fixed-term contracts are employed for a finite period, and their source of salary funding comes from external sources (e.g., Academy of Finland). Teaching positions tend to be more permanent, with salaries internally funded whereas research positions, typically funded by external sources, tend to be fixed-term contracts. Indeed, the main reasons offered for fixed-term contract use were research studies (56%) or project work (24%) with definitive completion dates.

### **Sample and Procedures**

Our survey was made available to 1,000 employees across the two universities (i.e., 500 people from each organization). The surveys were translated from English to Finnish and confidentially administered online in Finnish. Stratified random samples were drawn from the pool of all personnel at each university. The sampling was completed with respect to the proportions of different jobs in the organizations – both academic and administrative. About half of the surveyed employees submitted complete surveys: N1=235 and N2=233 (response rate of 47% at each university), resulting in the total of 468 respondents. Of these employees, 243 had a fixed-term contract (51.9%) and 225 had a permanent contract (48.1%). These numbers are fairly representative of the proportions of fixed-term and permanent contracts at the two universities as, on average, 53% of employees had a fixed-term contract in the population<sup>2</sup>. Across both types of employees, 69.7% held academic positions, while 30.3% held administrative positions. The source of salary funding on average was 62.3% budget funding, 35.1% external funding, and 1.9% personal scholarship. About half of the respondents were female (n= 227; 48.5%). There was a gender differential between the two types of employment, as among the fixed-term employees responding, 42.4% were female.

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<sup>2</sup> Finnish universities use fixed-term contracts more commonly than other Finnish organizations. In 2011, 82.5 percent of all work contracts in Finland were standard and 17.5 percent were fixed-term (Statistics Finland).

## Measures

**Commitment.** Respondents were asked to indicate their commitment to each of the four targets (organization, profession, supervisor and job) using a single item: “How committed are you to your \_\_\_\_\_?” This item was measured with a 5-point Likert scale ranging from “little if at all” (1) to “to a great extent” (5). The use of a single item was necessitated by survey length constraints (our data was collected as part of a larger survey of employee attitudes during an organizational change initiative), and the need to assess commitment relative to multiple targets. Previous research suggests that for some constructs, single-item measures can be as effective as scale measures (Wanous, Reichers, & Hudy, 1997) in terms of capturing the construct domain and construct validity. Jaros (2009) suggested that a single-item commitment measure could demonstrate the same robustness that Wanous et al. (1997) found for job satisfaction. To assess the convergence of this single-item measure with a multi-item measure of commitment, we conducted supplemental analyses using data from other samples. Specifically, the item used is one of the four Klein, Cooper, Molloy, and Swanson (2014) KUT (Klein et al., uni-dimensional, target-free) commitment items. To assess the sufficiency of the single item used here, the relationship between that item and the remaining scale items was examined for three of the four targets (data for job was not available) using the data from Klein et al. (2014). The average intercorrelations between the item used here and the other three scale items were 0.83, 0.85, and 0.83 respectively for organization, profession, and supervisor. In addition, the correlations between the commitment targets in this study using the single item suggest that the item is sufficiently precise for participants to distinguish differences between those targets. Thus, although the use of a single-item measure is not ideal, the single item we used is highly representative of the scale from which it was taken and is sufficiently robust to detect differences in the degree of commitment both within and across targets.

**Positive work behaviors.** Positive work behaviors were measured using the 5-item scale

developed by Lehman and Simpson (1992). This scale measures behaviors that do not depend on the type of job (such as academic or administrative), or work context. The respondents rated the degree to which they had, for example, “tried to think of ways to do job better”. The items were rated on a 7-point Likert scale ranging from “never” (1) to “all the time” (7). The Cronbach’s alpha was,  $\alpha = .70$ .

**Work effort.** Participants were asked to indicate the degree to which they “put less effort into the job than they should have.” This item was captured on a 7-point scale ranging from “never” (1) to “all the time” (7). This item was reverse scored to capture work effort.

**Turnover intentions.** To assess standard employees’ turnover intentions, individuals were asked to rate the extent to which they had “Thoughts of leaving the current job” using a 7-point Likert scale ranging from “never” (1) to “all the time” (7). We did not include turnover intentions of fixed-term employees due to the short-term nature of their contracts. The turnover intention measure captures thoughts of leaving, but does not differentiate between leaving at the end of the contract and leaving earlier. As fixed-term employees expect to leave at the end of their contract, only the latter would be equivalent to turnover.

**Control variables.** Age, tenure, gender, and organization were used as control variables in the analyses. Age was measured using 5 categories (e.g., 1 = less than 30 years). Tenure was measured in terms of the number of years worked for the current organization. Gender was coded as 0 for female and 1 for male. Consistent with previous commitment studies, these three variables were included to ensure that the profiles that emerged from the data were not due to differences in age, tenure or gender, as some prior research (e.g., Meyer et al., 2002) has shown correlations (albeit weak) between these variables and commitment. Organization was coded by assigning the values of 0 and 1 to the two universities. Organization was included as a control to ensure that we were not overlooking unique contextual factors in combining these two locations into a single sample.

## Analytical Approach

Three phases were involved in the data analysis. In the first phase, latent profile analysis (“LPA” Vermunt & Magidson, 2002) was used to identify groups of employees with similar patterns of scores (profiles) on the four commitment targets. The sample was subdivided based on employment status (i.e., fixed-term vs. standard). LPA was conducted on each of the subsamples using MPlus 5.21 software (Muthén & Muthén, 1998-2007). Following Nylund, Asparouhov, and Muthén (2007), each model was evaluated using several criteria: (a) the sample-adjusted Bayesian information criterion (SABIC; Sclove, 1987), (b) bootstrapped likelihood ratio test (BLRT; McLachlan & Peel, 2000), (c) number of cases in each profile, and (d) posterior probabilities associated with each profile. Nylund et al. (2007) suggested that the optimal solution should (a) show the lowest SABIC and BLRT, (b) have a significant BLRT  $p$ -value, (c) not contain profiles with a small number of individuals, and (d) show clearly defined profiles, indicated by a high probability that individuals actually belong to the profile to which they were assigned and a low probability of belonging to other profiles (i.e. as reflected in the posterior probability values). Although not advocated by Nylund et al. (2007), we also examined entropy values and the Lo-Mendell-Rubin likelihood ratio test (“LMR;” Lo, Mendell & Rubin, 2001). Higher entropy values indicate a better fit. Lower LMR values are better and the LMR  $p$ -value should be significant. Furthermore theory should be taken into consideration when determining the optimal number of profiles, so we inspected the mean commitment scores of each of the profiles to assess the distinctiveness of the profiles.

After the final model was selected, the covariates were incorporated into this model to determine the extent to which these variables influenced the nature and shape of the profiles. The inclusion of the covariates should not change the nature of the profiles, as this would indicate the profiles are dependent on the covariates rather than the commitment targets (Morin et al., 2011).

In the second phase, we conducted ancillary analyses to evaluate the uniqueness of the profiles

generated by the LPA. Profiles that differ quantitatively (i.e., magnitude of scores across targets of commitment) and qualitatively (i.e., profile shape) provide a valuable and complementary perspective to traditional variable-centered approaches (e.g., regression analysis; Marsh, Lüdtke, Trautwein, & Morin, 2009). Specifically, to determine whether component scores varied across profiles, we conducted one-way analyses of variance (ANOVAs) using profile membership as the independent variable, and commitment to organization, profession, supervisor, and job as the dependent variables.

The third phase was undertaken to test the hypotheses. This included another set of ANOVAs and *post hoc* comparisons using the profile groups as the independent variable. Separate analyses were conducted for positive work behavior, work effort, and turnover intentions.

Because the data were self-reported, one potential concern with our results is common method bias. Therefore, two tests were conducted to determine if common method bias was present. We followed procedures outlined in Podsakoff, MacKenzie, Lee, and Podsakoff (2003). First, we performed a post-hoc factor analysis (Harman's single-factor test). If common method bias exists, then a single factor should explain the majority of variance. The results of principal factor analysis, using varimax rotation, showed five factors with an eigenvalue greater than 1 (and accounting for 64.78% of the total variance). The first factor did not account for the majority of the variance (26.23%). Second, a confirmatory factor analysis that included a higher order common method factor was performed. All of the items were allowed to load onto their theoretical constructs as well as onto a latent common method factor. Chi-square difference tests indicate that the addition of the common method factor did not improve fit ( $\chi^2_D(26) = 188.06; p > 0.05$ ). These results suggest that common method variance is not a major concern.

## Results

### Latent Profile Analysis

Means, standard deviations, and correlations among study variables are presented in Table 1. Consistent with previous research, the four targets of commitment were positively correlated with

one another. Each of the four commitment targets were negatively correlated with turnover intention and, with a few exceptions, positively correlated with work effort and positive work behaviors. Specifically, correlations associated with supervisor commitment were not statistically significant nor was the correlation between organizational commitment and work effort.

In order to assess differences between standard and fixed-term employees, we conducted one-way analyses of variance (ANOVAs) using employment status as the independent variable and the four targets of commitment, positive work behavior and work effort as the dependent variables. Overall, there were significant differences between standard and fixed-term employees. Pairwise comparisons indicate that, compared to fixed-term employees, standard employees show significantly higher commitment to the organization ( $F[1, 466] = 42.44, p < 0.00$ ), profession ( $F[1, 466] = 18.34, p < 0.00$ ), and job ( $F[1, 466] = 6.07, p < 0.01$ ). There were no significant differences in supervisor commitment. Standard employees also showed significantly higher positive work behaviors ( $F[1, 466] = 7.25, p < 0.01$ ) but not work effort.

We extracted a maximum of six profiles in both the standard and fixed-term sub-samples. Tables 2 and 3 present fit statistics and posterior probabilities, respectively, for each sub-sample.

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 Insert Tables 1-3 about here  
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**Standard employment arrangements.** Of the six extracted models, Models 4, 5 and 6 showed non-convergence errors and therefore were not considered optimal. Of the remaining models, Model 3 was judged to be the optimal solution. This was based on Model 3 possessing the lowest SABIC (2237.86) and BLRT (111.19) values, with the BLRT  $p$ -value being significant ( $p < .00$ ). Model 3 also showed a lower LMR value (although the LMR  $p$ -value was not significant), and a higher entropy value, indicating that Model 3 is the optimal solution. None of the profiles in Model 3 contained a relatively small number of individuals. Finally, the posterior probabilities in Table 3

indicate that the profiles in Model 3 were distinguishable from one another: probabilities were high that individuals belonged to their assigned profile, while probabilities of belonging to the other profiles were low. A plot of the means for each profile and their associated labels, based on this optimal solution, are presented in Figure 1. The pattern of means is theoretically meaningful and the inclusion of control variables did not alter the nature or number of the profiles.

The results of the ancillary ANOVAs, conducted to compare the degree of commitment across profile groups, revealed significant differences in commitment to the organization ( $F(2,203) = 37.62, p = .00$ ), commitment to profession ( $F(2,203) = 60.67, p = .00$ ), commitment to supervisor ( $F(2,203) = 10.09, p = .00$ ), and commitment to job ( $F(2, 203) = 1286.98, p = .00$ ). We used the results of these comparisons to name the profiles. Results of *post hoc* comparisons are shown in Table 4. Profile 1 (16% of the standard arrangement employees) has a moderate score on commitment to profession and low scores on commitment to the organization, supervisor, and job and was labeled the *moderate profession* profile. Profile 2 (39%) has moderate scores on commitment to the organization, profession and job and low commitment to supervisor. We labeled this the *moderate macro* profile to reflect the higher commitment to profession and the larger aspects of one's job (i.e., organization and job), and lower commitment to the micro aspect, one's supervisor. Profile 3 (45%) exhibited a similar pattern as Profile 2 in that it has higher commitment to organization, profession, and job, and lower commitment to supervisor, and was labeled the *high macro* profile.

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 Insert Figure 1 and Table 4 about here  
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**Fixed-term employment arrangements.** Results of the LPA using the fixed-term employees indicate that a four-profile model was optimal. In this case, of the six extracted models, Models 5 and 6 showed non-convergence errors and therefore were not considered. Of the remaining models, Model 4 was judged to be the optimal solution. This was based on Model 4 possessing the lowest

SABIC (2623.15). The BLRT  $p$ -value for Model 4 was significant ( $p < .00$ ). Model 4 also showed lower LMR values (although slightly higher than that of Model 3), a significant LMR  $p$ -value, and the highest entropy value. While the BLRT value for Model 3 was lower (42.45) than that of Model 4 (46.42), the nature of the profiles associated with Model 4 was more theoretically meaningful than that of the profiles associated with Model 3. None of the profiles in Model 4 contained a relatively small number of individuals. The posterior probabilities in Table 3 indicate that the profiles in Model 4 were distinguishable from one another. A plot of the means for each of the latent profiles based on this optimal solution is presented in Figure 2. Inclusion of control variables did not change the nature or number of the profiles.

The results of the ancillary ANOVAs revealed significant differences in commitment to the organization ( $F(3,221) = 180.42, p = .00$ ), profession ( $F(3,221) = 45.29, p = .00$ ), supervisor ( $F(3,221) = 10.46, p = .00$ ), and job ( $F(3,221) = 185.14, p = .00$ ). We used the results of these comparisons to name the profiles. Results of *post hoc* comparisons are shown in Table 5. Profile 1 (8% of the fixed-term employees) has low scores on all four components and reflects a general lack of commitment. We labeled this the *uncommitted* profile. Profile 2 (42%) shows moderate scores on commitment to organization and supervisor, and higher scores on commitment to job and profession. Accordingly, we labeled this the *moderate cosmopolitan* profile. Profile 3 (40%) has high scores on commitment to organization, profession, and job, and moderate scores on commitment to supervisor. We labeled this the *high macro* profile to reflect the higher commitments to the more macro aspects of the job. Profile 4 (10%) has high scores on commitment to profession and job and low scores on commitment to organization and supervisor. Accordingly, we labeled this profile the *high cosmopolitan* profile. The profiles showed both quantitative (high macro and uncommitted profiles) and qualitative (cosmopolitan profile) differences.

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Insert Figure 2 and Table 5 about here

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## Tests of Hypotheses

**Standard employment arrangements.** As a preliminary step in the test of our hypotheses, we conducted one-way ANOVAs using profile membership as the independent variable. Results indicate that, overall, there are significant differences between the profiles with regard to positive work behaviors ( $F(2,222) = 12.61, p < .00$ ), work effort ( $F(2,216) = 7.51, p < .00$ ), and turnover intention ( $F(2,220) = 10.06, p < .00$ ). For those variables where we found overall effects, we conducted *post hoc* pairwise comparisons. Results of these *post hoc* analyses are shown in Table 4.

We found partial support for Hypothesis 1 in that a profile characterized by high commitment to three (*high macro*), but not all four targets, emerged for standard contract employees. Commitment to supervisor was moderately high, but significantly lower than commitment to the organization, profession, and job. According to Hypothesis 2a, profile groups with strong commitment to the organization, profession, supervisor, and job goals should be associated with greater positive work behaviors than other profiles. Positive work behaviors were significantly greater for those with the high macro profile than for those with the moderate macro and moderate profession profiles, providing support for Hypothesis 2a. Work effort was also significantly greater for those with the high macro profile than those with the moderate profession and moderate macro profiles, providing support for Hypothesis 2b. Partial support was found for Hypothesis 2c in that those with the high macro profile had significantly lower turnover intentions than those with the moderate profession profile, but were not significantly different from those with the moderate macro profile.

**Fixed-term employment arrangements.** Again here, the preliminary one-way ANOVAs, using profile membership as the independent variable, indicate that there are significant overall differences between the profiles with regard to positive work behaviors ( $F(3,239) = 13.82, p < .00$ ), and work effort ( $F(3,237) = 6.34, p < .00$ ). The results of the *post hoc* analyses of those differences are shown

in Table 5. Full support was found for Hypothesis 3 in that a profile characterized by low commitment to the organization and supervisor and high commitment to the profession and job (*high cosmopolitan*) emerged. Fixed-term employees with the high cosmopolitan profile had significantly higher positive work behaviors than those with the uncommitted and moderate cosmopolitan profiles (but not the high macro profile) providing partial support for Hypothesis 4a. Work effort was significantly greater for those with the high cosmopolitan profile than those with the uncommitted profile, providing partial support for Hypothesis 4b. However, there were no statistically significant differences in work effort between the high cosmopolitan and high macro or moderate cosmopolitan profiles.

### **Discussion**

Despite increasing numbers of individuals working in alternative employment arrangements, the majority of commitment research has focused on employees in standard employment arrangements. The current study extends commitment research by also examining commitment target profiles for employees with fixed-term contracts. The results of this study demonstrate that it is possible to predict specific profiles of commitment that will emerge in different employment relationships. Specifically, we hypothesized and found that certain profiles are likely to emerge in standard and fixed-term employment arrangements. Furthermore, we hypothesized and found that these differing profiles have implications for work relevant outcomes such as work effort, positive work behaviors, and turnover intentions.

When assessing the theoretical meaningfulness of commitment profiles, one must consider quantitative and qualitative differences (see Marsh et al., 2009). The observed profiles differed quantitatively in terms of the overall commitment strength to all four targets. If the only differences observed were quantitative, using latent profile analysis would not add value beyond the more traditional variable-centered approach (e.g., regression). However, we also found qualitative

differences where employees had high commitment to two targets but not the others (e.g. high cosmopolitan). Comparing these profile groups allowed us to examine the synergistic effect of the four targets of commitment on outcomes. It also allowed us to capture unique combinations of commitment.

Similarities in the forms of the target profiles across the two employment relationships are of interest. In both subsamples, at least three of the profiles were characterized by higher commitment to profession and job and lower commitment to the organization and supervisor. There is some evidence that targets vary in their psychological proximity or salience (Becker, 2009; Klein et al., 2012). Due to the autonomous nature of the university culture, employees in our sample may have had minimal interaction with their supervisors, thereby making this target less salient than one's profession or job goals regardless of employment arrangement. Thus, these findings may be unique to our sample. Future research is needed to examine the consistency of the observed patterns across these commitment targets.

We did not find a committed profile, but instead found a high macro profile characterized by high commitment to the profession, organization and job, and moderately high commitment to supervisor. Relative to the other two profiles that emerged for standard contract employees, this profile showed higher positive work behaviors and work effort, and lower turnover intentions. These results generally support the assertion that for individuals in standard employment arrangements, a profile characterized by high commitment to most, if not all targets may be associated with more positive work outcomes than other profiles. Also, as predicted, cosmopolitan commitment profiles emerged for employees with fixed-term contracts. The high cosmopolitan profile, characterized by high commitment to the profession and job and low commitment to the organization and supervisor, was associated with higher positive work behavior and work effort than some, but not all other profiles. Thus, for employees in fixed-term employment arrangements, high commitment to one's

profession and job is just as beneficial as high commitment to all or most targets (i.e., high macro), and more beneficial than other patterns of commitment (i.e., moderate cosmopolitan, uncommitted). Furthermore, the fact that we found two cosmopolitan profiles (high and moderate cosmopolitan) points to the prevalence of this pattern of commitments among fixed-term employees. The emergence of the moderate cosmopolitan profile suggests that fixed-term employees may cope with their lack of job security by lowering their overall commitment to the profession, organization, supervisor, and job, but particularly to the more transient targets— the organization and supervisor.

Consistent with previous research, we found an uncommitted profile, characterized by low commitment to all four targets. However this profile emerged for employees in fixed-term but not standard employment arrangements. This profile was associated with lower positive work behaviors and work effort, consistent with previous findings of individuals with low commitment or uncommitted profiles exhibiting the least functional behavior (e.g., Meyer et al., 2012). A profile characterized by low commitment to the organization, supervisor, and job and moderate commitment to the profession (i.e., moderate profession) emerged for standard contract employees. It is possible that employees with this profile receive enough inducements from the organization (e.g., mentoring, training) to encourage them to show some commitment the profession, but not to the particular organization, supervisor, or job.

We did not attempt to predict all of the profiles that emerged in our latent profile analysis. When formulating our hypotheses, we focused on those profiles most directly relevant to employees in standard and fixed-term employment relationships (i.e., committed and cosmopolitan). These hypotheses were based on theory and findings from the psychological contract literature and existing research on profiles of commitment to different targets. In addition to the cosmopolitan profiles, we found several other profiles that have not been identified in previous research (e.g., moderate profession, moderate macro, high macro). This may be because previous studies have not examined

this particular set of commitment targets, but it may also be due to the nature of the sample, and the autonomous nature of the university work environment.

### **Implications for Theory**

The present study builds on research regarding commitment in alternative employment arrangements (e.g., Connelly et al., 2007; Coyle-Shapiro & Morrow, 2006; Gallagher & McLean Parks, 2001) and on research suggesting the need to examine commitment to multiple targets (Reichers, 1985; Becker, 1992; Gallagher & Sverke, 2005). We further demonstrate the continuing relevance of the commitment construct, despite changes to the employment relationship, by incorporating the study of commitment target profiles in standard and fixed-term employment arrangements. Our results demonstrate that employees in both standard and fixed-term work arrangements can become differentially committed to a range of targets and that the resulting profiles are significantly related to important work outcomes. The present research indicates that high commitment to the organization or to all targets is neither appropriate nor necessary for all employment arrangements. Profiles characterized by high commitment to the organization were indeed related to a number of positive outcomes; however, absent high organizational commitment, profiles with high commitment to profession and job showed equally positive outcomes in fixed-term employment arrangements.

The present research also demonstrates that it is possible to predict the relative salience and importance of different targets of commitment in different employment arrangements. Such predictions are based on the nature of the employment relationship (e.g., expected duration, mutual investment). Individuals can become committed to many targets in the workplace. These commitments have implications for their specific target as well as for the entities in which they are embedded or to which they are connected (Meyer, 2009). By gaining a deeper understanding of the nature of the employment relationship one is better able to direct employees' commitments toward

the appropriate targets, which ultimately enhances workplace outcomes and employee well-being.

### **Practical Implications**

Although high organizational commitment was associated with the desired work outcomes examined in the present study, our results demonstrate that it may not be necessary to make the investment it takes to develop organizational commitment for all employees. Today's workplace involves a range of employment relationships that can differ with respect to the most salient and important targets of commitment. Employers can no longer assume that one size (i.e., one profile) fits all. Rather, it is imperative for managers to focus on developing commitment to the targets most relevant to the desired outcomes for the particular employment arrangement. Tailoring management and human resource practice and policy to foster commitment towards the appropriate targets for the various employment relationships represents a strategic opportunity for organizations to achieve valued outcomes with and for their employees.

### **Limitations and Future Research Directions**

The present data were collected during the implementation of new organizational structures and management practices across the universities in Finland. These contextual factors may limit the generalizability of our results. Therefore, replication is needed to determine whether these change efforts influenced the variables examined in our study as well as to ensure our findings are not unique to Finnish universities. Our sample provided a rich cross-section of different employees in two organizations; however, future research using samples of individuals in different occupations and different industries would be valuable in establishing the generalizability of our findings. We also note that the cross-sectional nature of our data precludes making any causal inferences. Future research using longitudinal designs would provide stronger evidence for the differential consequences of alternative commitment profiles.

Common method variance is a potential concern with all self-report data, however evidence

provided earlier, as well as the fact that a high cosmopolitan profile emerged, indicate this is not a viable alternative explanation for our findings. With that said, future research assessing additional outcome variables from other sources (e.g., peers and supervisors) is warranted. Sample size is another potential limitation. Although the samples were sufficient to conduct our analyses, the small numbers comprising some of the profile groups likely limited the possibility of finding significant mean differences for some of the outcomes. Future research with larger samples is warranted.

Finally, some of our variables were assessed using single-item measures. The primary concerns with single item scales is that internal consistency cannot be assessed and that they may not be construct valid because they do not capture the full construct domain. For commitment, we provided evidence that the single item used is highly reflective of a valid, multi-item scale and noted that it has been suggested that a single item may be sufficient to capture the commitment construct. Our results also suggest our measure, though not ideal, was sufficient. One concern, for example, if our commitment measure were deficient, would be target spillover (i.e., the measure not being precise enough to distinguish between commitments to different targets). However, the fact that we found both quantitative (e.g., uncommitted profile) and qualitative (e.g., cosmopolitan profiles) differences in the profiles indicates that respondents were able to distinguish between targets. Stated differently, our use of a single item commitment measure provided a conservative test of our hypotheses as the limitations of such measures worked against our findings rather than being an alternative explanation for our findings. As such, we would expect similar, or even stronger results in future research using the full KUT measure (Klein et al., 2014), which we recommend be used when feasible.

This study suggests several additional future research needs. We were able to distinguish between employment arrangements by contract category (i.e., standard versus fixed-term). The Cappelli and Keller (2012) classification system for alternative employment arrangements was a significant improvement over prior alternatives, but the fixed-term contract employees in our sample

did not fit easily into any of the classes they identified. As such, additional work is needed to develop a typology that allows for more fine-grained distinction between employment arrangements. A useful extension of their model would include a category in which administrative requirements and responsibility for worker protections were shared by the employing organization and the individual worker. It may also be helpful to incorporate additional dimensions of the psychological contract as presented by McLean Parks et al. (1998). Doing so would allow for a more nuanced understanding of the relationships between commitment and its outcomes in different employment arrangements. The present research has taken a first step by demonstrating differences in the profiles of commitment for the coarse distinction we made between standard and fixed-term employment relationships. Future research should examine finer distinctions among employment relationships and their implications for commitment target profiles and outcomes.

Volition may also be an important consideration when examining alternative employment relationships. Lee and Johnson (1991) found that working preferred versus non-preferred job schedules explained systematic differences in organizational commitment between full and part-time employees. Future research should examine whether working in a preferred versus non-preferred employment arrangement has implications for commitment to various targets. Next, researchers have examined many work related commitment targets beyond the four included in the present study (e.g., Becker, 1992, 2009; Morrow, 1983; Neubert & Wu; 2009; Reichers, 1985; Vandenberghe, 2009). In order to connect the employment relationship typologies discussed above with the multiple commitment targets present in the workplace, future research must include other targets of commitment relevant to the given context and in other employment arrangements.

Finally, we have suggested that it is possible to identify a profile of commitment associated with the most favorable outcomes for a given employment arrangement. Identification of the appropriate profile is tied to understanding the details of the specific employment relationship (i.e., the most

salient and important commitment targets present in a given context). Shaping an employee's commitment target profile will require structuring employment practices to foster commitment to those salient and important commitment targets. This suggests a need to examine if interventions designed to facilitate desired commitment profiles have the intended consequences both in terms of target commitment and the resulting affect, motivation, performance, and continuance (through the desired time frame).

### **Conclusion**

Today's workplace is comprised of a wide range of employment relationships and a broad spectrum of possible commitment targets. The nature of the employment relationship affects the salience and importance of the various commitment targets. Many commitment targets have been studied in the past, but they have usually been considered in isolation and in relation to standard employment relationships. We have taken a more nuanced approach by considering commitment target profiles in standard and fixed-term contract arrangements. In doing so, we have demonstrated that the different profiles have important implications for several outcomes of interest in both employment arrangements. We encourage researchers to continue examining the relationships between employment arrangements and commitment target profiles and their implications for individual and organizational outcomes.

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Table 1  
Descriptive Statistics and Correlations

Variables	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Tenure	12.1	9.58														
2. Gender	0.46	0.5	.02													
3. Age	2.8	1.26	.72 **	.09												
4. Funding-budget	62.3	45.52	.47 **	.10 *	.54 **											
5. Funding-external	35.1	44.36	-.44 **	-.09 *	-.50 **	-.95 **										
6. Funding-scholarship	1.87	11.47	-.12 **	-.08	-.19 **	-.20 **	-.05									
7. Organization	0.5	0.5	.13 **	.19 **	.15 **	.20 **	-.17	-.13 *								
8. Org commitment	3.37	1.19	.23 **	.06	.33 **	.27 **	-.25 **	.03	.08							
9. Profession commitment	4.08	1.01	.23 *	.05	.32 **	.21 **	-.19 **	-.04	.16 **	.38 **						
10. Supv commitment	2.79	1.18	.02	.08	.00	.07	-.06	.03	-.09	.35 **	.19 **					
11. Job commitment	4.13	0.9	.19 **	.09 *	.24 **	.11 **	-.10 *	.02	.08	.44 **	.55 **	.24 **				
12. Positive work behavior	4.02	1.02	.09	.05	.17 **	.13 **	-.14 **	.05	-.01	.19 **	.36 **	.09	.36 *			
13. Work effort	2.25	1.07	.03	.07	.07	.06	-.05	.00	.10 *	.06	.17 **	.08	.21 **	.07		
14. Turnover intention	3.49	1.8	-.24 **	-.01	-.33 **	-.19 **	.20 **	-.08	-.11 *	-.34 **	-.17 **	-.16 **	-.23 *	.19 **	.12 *	
15. Employment status	1.48	0.5	.55 **	.07	.60 **	.54 **	-.52 **	-.12 **	.04	.28 **	.19 **	.01	.10 **	.12 **	.16 **	-.23 **

\* p < .05.

\*\* p < .01.

Gender was coded 0 = Female, 1 = Male; Employment status was coded 1 = fixed-term, 2 = standard

Age was measured using the following categories: 1 = < 30 years, 2 = 30 - 39 years, 3 = 40 - 49 years, 4 = 50 - 59 years, 5 = > 60 years.

Table 2  
Model Fit Statistics

	SABIC	BLRT (Log- Likelihood)	BLRT ( $p$ )	Entropy	LMR	LMR ( $p$ )
<b>Standard</b>						
Two profile	2332.82	219.51	0.00	0.93	211.69	0.00
Three profile	<b>2237.86</b>	<b>111.19</b>	<b>0.00</b>	<b>0.98</b>	<b>107.23</b>	<b>0.50</b>
Four profile	-	-	-	-	-	-
Five profile	-	-	-	-	-	-
Six profile	-	-	-	-	-	-
<b>Fixed-term</b>						
Two profile	2688.79	140.63	0.00	0.81	135.69	0.00
Three profile	2657.95	42.45	0.00	0.77	40.96	0.06
Four profile	<b>2623.15</b>	<b>46.42</b>	<b>0.00</b>	<b>0.82</b>	<b>44.79</b>	<b>0.02</b>
Five profile	-	-	-	-	-	-
Six profile	-	-	-	-	-	-

*Note.* Dashes indicate that the specified profile solution did not converge. Values in bold were judged to be the optimal solution for each subsample. SABIC=Sample-adjusted Bayesian Information Criterion; BLRT=Bootstrapped Likelihood Ratio Test; LMR=Lo-Mendell-Rubin Adjusted LRT Test.

Table 3  
Classification Posterior Probabilities

	Profile 1	Profile 2	Profile 3	Profile 4
<b>Standard-3 Profile Model</b>				
Profile 1	<b>1.00</b>	0.00	0.00	
Profile 2	0.02	<b>0.98</b>	0.00	
Profile 3	0.01	0.00	<b>0.99</b>	
<b>Fixed-term-4 Profile Model</b>				
Profile 1	<b>0.93</b>	0.00	0.07	0.00
Profile 2	0.00	<b>0.92</b>	0.06	0.02
Profile 3	0.03	0.07	<b>0.87</b>	0.03
Profile 4	0.00	0.02	0.05	<b>0.92</b>

*Note:* Values in bold are the average posterior probabilities associated with the profile to which individuals were assigned.

Table 4  
Standard Employees

*Commitment Means Associated with the 3-Profile Model*

Profile	n	Commitment to Profession	Commitment to Organization	Commitment to Supervisor	Commitment to Job
1-Moderate Profession	37	3.27	2.50	2.06	2.56
2-Moderate Macro	87	4.05	3.65	2.70	4.00
3-High Macro	101	4.83	4.18	3.18	5.00
Post hoc comparisons*		3 > 2 > 1	3 > 2 > 1	3 > 2 > 1	3 > 2 > 1

*Outcome Means Associated with the 3-Profile Model*

Profile	n	Positive Work Behavior	Work Effort	Turnover Intention
1-Moderate Profession	37	3.68	5.31	4.16
2-Moderate Macro	87	3.97	5.64	3.07
3-High Macro	101	4.49	6.07	2.65
Post hoc comparisons*		3 > 2,1	3 > 1,2	1 > 2,3

\*Post hoc comparisons indicate which profile means differ significantly at p<.05.

Table 5  
Fixed-term Contract Employees

*Commitment Means Associated with the 4-Profile Model*

Profile	n	Commitment to Profession	Commitment to Organization	Commitment to Supervisor	Commitment to Job
1-Uncommitted	19	2.57	1.93	2.14	2.10
2-Moderate Cosmopolitan	102	3.40	2.70	2.66	3.67
3-High Macro	96	4.48	4.13	3.20	4.62
4-High Cosmopolitan	26	4.65	1.41	2.31	4.78
Post hoc comparisons*		4,3 > 2 > 1	3 > 2 > 1 > 4	3 > 4,2,1	4,3 > 2 > 1

*Outcome Means Associated with the 4-Profile Model*

Profile	n	Positive Work	
		Behavior	Work Effort
1-Uncommitted	19	3.63	5.05
2-Moderate Cosmopolitan	102	3.49	5.54
3-High Macro	96	4.24	5.94
4-High Cosmopolitan	26	4.46	6.04
Post hoc comparisons*		4,3 > 2 4 > 1	4,3 > 1 3 > 2

\*Post hoc comparisons indicate which profile means differ significantly at p<.05.

Figure 1  
Commitment Profiles for the Standard Employee 3-Profile Model

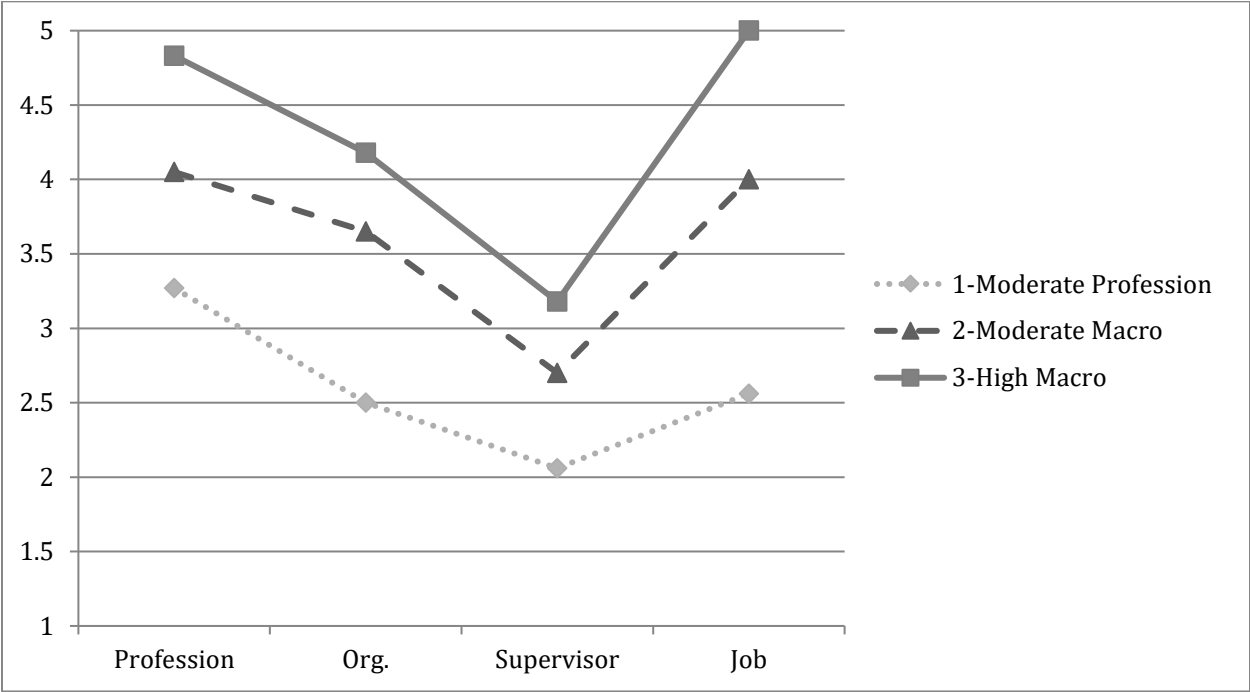


Figure 2  
Commitment Profiles for the Fixed-term Employee 4-Profile Model

