



PERCEIVED STRESS, JOB SATISFACTION, AND ORGANIZATIONAL SUPPORT: A CAUSAL MODEL ON COMMITMENT OF WORKERS IN TOURISM INDUSTRY DURING COVID-19 PANDEMIC

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Article DOI: <https://doi.org/10.36713/epra12161>

DOI No: 10.36713/epra12161

ABSTRACT

The primary purpose of this study is to recognize what model best fits organizational commitment. The study surveyed 400 respondents who answered a validated adapted questionnaire. The study employed mean, Pearson R, regression and SEM as statistical tools. The study revealed that the highest level of COVID-19 induced stress is perceived self-efficacy. On the other hand, the study shows the high level of organizational support in terms of individual as a person, and individual's productive worth. Moreover, organizational commitment is described as high. Meanwhile, the results suggests that the variables are correlated with one another. Furthermore, organizational support is the exogenous variable that best influences organizational commitment. There are five alternative models tested to achieve the best fit model of organizational commitment. The findings suggest that organizational commitment of tourism workers was best anchored organizational support.

KEYWORDS: COVID-19 induced stress, job satisfaction, organizational support, organizational commitment, quantitative, correlation, regression, SEM, Davao City, Philippines

INTRODUCTION

The lack of organizational commitment is brought by decreased job satisfaction and lack of organizational support (Al-Jabari, & Ghazzawi, 2019). When employees are not committed to the organization, it gives adverse influence on an organization's effectiveness and lack of performance among team members. Dysfunctional and less committed employees fail to make decisions leading to slower organizational development (Agarwal & Soni, 2018). Poor organizational commitment may lead to absenteeism, low employee productivity and poor team players. Employees who feel less committed are susceptible to leave the organization (Gössling, Scott, & Hall, 2020).

On the other hand, ambiguity and volatility are the new patterns in today's work setting. Take for example, the unpredictability brought by COVID-19 causes a heightened level of anxiety and stress for employees as they try to reach their professional goals. COVID-19 pandemic has tremendously impacted the various components under the umbrella of the tourism industry. Tourism workers in various sectors such as hoteliers, airline personnel, entertainers, travel intermediaries and many more are losing their organizational commitment as

results of the 2019 pandemic reducing employment hours and salaries and workers' unpaid leaves (Fernandes, 2020). Even the cruise ship sector has fallen dramatically as the industry is struggling to stay in operation where employees' job satisfaction is affected leading to the loss of organizational commitment (Gössling, Scott, & Hall, 2020). It is not surprising that the tourism workers are facing high level of anxiety, stress, and difficulties. Front-liners in the tourism industry are facing pressure in dealing with customers in this time of pandemic like the wearing of latex gloves and face masks to mitigate the anxiety of getting the virus. With this, employees' commitment to the organization is affected (Hartman, & Nickerson, 2020).

Despite the efforts of the public authority in providing advice and updated information on COVID-19, few efforts have been directed towards studying the impact of COVID-19 pandemic to tourism employees. Several studies were focused on the effect of stress to job satisfaction, organizational support and organizational commitment, however, there were few studies related to the stress-induced impact brought by the COVID-19 pandemic. Studies that investigated the perceived level of stress among tourism/ hospitality employees during the COVID-19 pandemic remain limited. In the light of these views,



the researcher is driven to establish the influence of stress-induced impact of COVID-19 pandemic towards job satisfaction and organizational support. Further, the researcher is prompted to determine which domain of job satisfaction and organizational support best influence organizational commitment. Lastly, the researcher aims to recognize what model best fits organizational commitment.

METHOD

Presented in this table is the methodology that enabled the researcher to come up with accurate findings. This portion consists of research design, research locale, population and sample, research instrument, data collection statistical tools, and ethical consideration.

The researcher utilized a quantitative, non-experimental research design using the descriptive-correlational technique. Quantitative researches were being used to determine how and why things differ; and examine how these vary from one variable to another variable. Correlational research was also used in this study to determine the relationship between the variables. Further, the design allowed the researcher to collect much more data than doing experiments and determine the strength and direction of the relationship (Curtis, Comiskey, & Dempsey, 2016). The primary objective in utilizing quantitative, non-experimental design is to establish the influence of COVID-19 induced stress on organizational trust, job satisfaction and self-esteem and the influence of organizational trust, job satisfaction and self-esteem on organizational commitment.

Davao City is a highly urbanized city in the island of Mindanao in the Philippines. It is the largest city in the Philippines in terms of land area, and the most populous city in

the country outside Metro Manila. It is geographically situated in the southeastern portion of the island of Mindanao on the northwestern shore of Davao Gulf opposite of Samal Island.

The researcher had 400 respondents out of the 4,424 tourism frontliners in Davao City (Department of Tourism-Davao, 2022). The sample size satisfied the requirement of social science research as stated by Pinsonneault and Kraemer (1993), and higher than the acceptable range as proposed by Sekaran where a sample size larger than 30 and less than 500 is the most appropriate for social researches (Noor, 2011). Further, the number of respondents appears to be acceptable in the recommended sample size when calculated using raosoft.

In this research, the researcher adapted the questionnaires based on the readings and researches from books and the internet. Also, the instrument was subjected to Cronbach Alpha test to establish the reliability of the questionnaire.

Statistical Tools

Mean, Pearson r, regression and SEM were used in giving the solution to the problem.

Ethical Consideration

The researcher observed full ethical standards in the conduct of the study following the study protocol assessments and standardized criteria, particularly in managing the population and data.

RESULTS

Presented in this chapter are the results and interpretations of the data gathered.

COVID-19 Induced Stress

Table 1

Level of the COVID-19 Induced Stress

Indicators	SD	Mean	Descriptive Level
Perceived Helplessness	0.83	2.45	Low
Perceived Self-efficacy	0.77	2.29	Low
Overall	0.74	2.37	Low

Table 1 presents the level of feeling stressed in this time of COVID-19 pandemic which is measured by two indicators, namely: perceived helplessness and perceived self-efficacy. These two indicators generated an overall mean of 2.37 described

as low. This means that the feeling of being stressed in this time of COVID-19 pandemic in terms of perceived helplessness and perceived self-efficacy is seldom manifested.



Job Satisfaction

Table 2
Level of Job Satisfaction

Indicators	SD	Mean	Descriptive Level
Pay	0.85	3.76	High
Promotion	0.94	3.71	High
Supervision	0.87	3.91	High
Fringe Benefits	0.85	3.84	High
Contingent Rewards	0.86	3.90	High
Operating Conditions	0.82	3.73	High
Co-workers	0.86	3.79	High
Nature of Work	0.82	4.06	High
Communication	0.76	4.03	High
Overall	0.71	3.86	High

Table 2 shows the level of job satisfaction, which is measured by pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication. These indicators obtained an overall rating of 3.86 described as high. This means that tourism workers in Davao City are highly satisfied in terms of pay (m=3.76), promotion (m=3.71), supervision (m=3.91), fringe benefits (m=3.84), contingents rewards (m=3.90), operating conditions (m=3.73), co-workers (m=3.79), nature of work (m=4.06), and

communication (m=4.03).

Organizational Support

Table 3 shows the level of organizational support in terms of individual as a person, and individual's productive worth. The overall rating for organizational support is 3.76 which is described as high. This means that the overall organizational support is often manifested.

Table 3
Level of Organizational Support

Indicators	SD	Mean	Descriptive Level
Individual as a Person	0.75	3.92	High
Individual's Productive Worth	0.85	3.60	High
Overall	0.75	3.76	High

Organizational Commitment

Table 4 shows the level of organizational commitment in terms of affective commitment, normative commitment, and continuance commitment. These indicators generated an overall

mean of 3.77 which is described as high. Affective commitment (m=3.78), normative commitment (m=3.79), and continuance commitment (m=3.74) are described as high.

Table 4
Level of Organizational Commitment

Indicators	SD	Mean	Descriptive Level
Affective Commitment	0.79	3.78	High
Continuance Commitment	0.77	3.79	High
Normative Commitment	0.81	3.74	High
Overall	0.75	3.77	High

Significance on the Relationship between COVID-19 Induced Stress and Job Satisfaction

Exhibited in Table 5.1 is the significance on the relationship between COVID-19 induced stress and job

satisfaction. With an overall r-value of -0.557 ($p < 0.05$), it shows that there is a strong negative relationship between COVID-19 induced stress and job satisfaction.



Table 5.1

Significance on the Relationship between COVID-19 Induced Stress and Job Satisfaction

COVID-19 Induced Stress	Job Satisfaction									
	pay	promotion	Supervision	Fringe benefits	Contingent rewards	Operating conditions	Co-workers	Nature of work	Communication	Overall
Perceived Helplessness	-.606	-.050	-.488	-.556	-.485	-.607	-.602	-.512	-.553	-.655
Perceived Self-efficacy	-.598	-.534	-.528	-.575	-.544	-.557	-.590	-.580	-.613	-.683
Overall	-.651	-.559	-.548	-.612	-.555	-.630	-.645	-.590	-.630	-.723

Significance on the Relationship between Organizational Support and COVID-19 Induced Stress

Reflected in Table 5.2 is the significance on the relationship between organizational support and COVID-19 induced stress. With an overall r-value of $-.624$ ($p < 0.05$), it shows that there is a strong negative relationship between

organizational support and COVID-19 induced stress. The alternative hypothesis, according to which there is a significant relationship between the variables, is accepted in place of the null hypothesis. The findings imply that there is a correlation between the organizational support and COVID-19 induced stress.

Table 5.2

Significance on the Relationship between Organizational Support and COVID-19 Induced Stress

Organizational Support	COVID-19 Induced Stress		
	Perceived Helplessness	Perceived Self-efficacy	Overall
Individual as a Person	-.569**	-.632**	-.648**
Individual's Productive Worth	-.652**	-.643**	-.700**
Overall	-.658**	-.685**	-.726**

Significance on the Relationship between Job Satisfaction and Organizational Commitment

Reflected in Table 5.3 is the significance on the relationship between job satisfaction and organizational commitment. With an overall r-value of $.598$ ($p < 0.05$), it shows that there is a strong positive relationship between job satisfaction and organizational commitment. The null hypothesis which states that there is no significant relationship between

organizational commitment and job satisfaction is rejected.

The findings imply that there is a correlation between the factors. When the indicators of job satisfaction were correlated with the indicators of organizational commitment, r-values ranged from $.313$ to $.704$ with $p < 0.05$, hence, it is significant. Simply put, job satisfaction affects organizational commitment.

**Table 5.3***Significance on the Relationship between Job Satisfaction and Organizational Commitment*

Job Satisfaction	Organizational Commitment			Overall
	Affective Commitment	Continuance Commitment	Normative Commitment	
Pay	.625** .000	.313** .000	.382** .000	.440** .000
promotion	.593** .000	.547** .000	.621** .000	.587** .000
supervision	.577** .000	.571** .000	.598** .000	.582** .000
fringe benefits	.587** .000	.620** .000	.625** .000	.611** .000
contingent rewards	.625** .000	.623** .000	.630** .000	.626** .000
operating conditions	.548** .000	.631** .000	.644** .000	.608** .000
co-workers	.563** .000	.602** .000	.641** .000	.602** .000
nature of work	.674** .000	.597** .000	.648** .000	.640** .000
communication	.698** .000	.650** .000	.704** .000	.684** .000
Overall	.610** .000	.573** .000	.611** .000	.598** .000

Significance on the Relationship between Organizational Support and Organizational Commitment

Reflected in Table 5.4 is the significance on the relationship between organizational support and organizational commitment among the tourism workers in Davao City. It can be gleaned from the result that there is a strong positive relationship

between organizational support and organizational commitment as reflected by the $p < 0.05$ and a correlation coefficient of .787. Hence, the null hypothesis that there is no significant relationship between organizational support and organizational commitment is rejected.

**Table 5.4***Significance on the Relationship between Organizational Support and Organizational Commitment*

Organizational Support	Organizational Commitment			
	Affective Commitment	Continuance Commitment	Normative Commitment	Overall
Individual as a Person	.797** .000	.742** .000	.773** .000	.771** .000
Individual's Productive Worth	.714** .000	.773** .000	.751** .000	.746** .000
Overall	.755** .000	.758** .000	.762** .000	.768** .000

Significance of the Influence of COVID-19 Induced Stress, Job Satisfaction, Organizational Support on Organizational Commitment

Shown in Table 6 is the influence of COVID-19 induced stress, job satisfaction, organizational support towards organizational commitment. If COVID-19 Induced Stress is moved 1 unit higher, organizational commitment will also move -.056 unit higher. Also, if job satisfaction is moved 1 unit higher, organizational commitment will also move .273 higher. Further, if organizational support is moved 1 unit higher, organizational commitment will also move .619 higher. The overall correlation

value is .878. The effect of the entry of the variables in the model can be explained by around 77 percent, meaning, approximately 77 percent of the COVID-19 induced stress, job satisfaction, and organizational support felt by the tourism workers in Davao City can be explained by their organizational commitment. The model is also valid because the homogeneity test is met having F value of 444.535. Job satisfaction is undoubtedly the exogenous factor that has the greatest impact on organizational commitment.

Table 6*Significance on the Influence of COVID-19 Induced Stress, Job Satisfaction and Organizational Support on the Organizational Commitment*

Exogenous Variables	Organizational Commitment			
	B	β	t	Sig.
Constant	.521		2.248	.025
COVID-19 Induced Stress	-.056	-.055	-1.479	.140
Job Satisfaction	.273	.257	6.075	.000
Organizational Support	.619	.616	14.487	.000
R	.878			
R ²	.771			
ΔR	.769			
F	444.535			
ρ	.000			



Best Fit Model of Organizational Commitment

The analysis of the interactions between stress brought on by COVID-19, job satisfaction, and organizational support to the organizational commitment of tourism workers in Davao City is highlighted in this section. To find the organizational commitment model with the best fit, five alternative models were investigated. Additionally, the evaluation of fit served as a benchmark for approving or rejecting the model. Generally speaking, the researcher established the causality relationship between the latent variable and the other latent variables. It also establishes the connection between endogenous and exogenous factors. When a structured model shows a good fit, it confirms that the model's inferences about the empirical relationships between variables are accurate. The amount and direction of the link are included in the model parameter.

In this work, five hypothesized models were developed and tested. Variable screening was carefully observed to place emphasis on the data's normality. In the creation of the models, variables having interval or ratio data were counted. This study's generated models were supported by theories.

Direct effects are denoted by arrows that lead directly from a predictor variable indicated on the right side to the dependent variables shown on the left side of the conceptualized models for this study.

The links between the predictor and the dependent variables that are mediated by through one or more factors are known as indirect effects. The coefficients for all path combinations that connect the predictor variable on the left with a dependent variable on the right are cross-multiplied to determine

the magnitude of the indirect effects, which are then totaled. The sum of a predictor variable's direct and indirect effects on the dependent variable represents the predictor variable's overall impact.

The generated structural model 5 in standardized solution is pictured out in the appended tables. Results denoted that the latent variable organizational support has a significant contribution to the latent variable organizational commitment. It could be observed from the data that the organizational support has a significant correlation to the organizational commitment.

It could be viewed that there are direct effects of predictor variables to the dependent variable which is the organizational commitment of tourism workers in Davao City. Organizational support obtained the highest total effect (.902). Also, COVID19 induced stress garnered a total effect of -.018. Lastly, -.357 is the effect that job satisfaction has on organizational commitment.

Revealed in the appended table are the effects of among latent variables and between measured and the latent variable was estimated to produce regression weights. Results showed that the latent variable organizational support has a significant effect on the endogenous variable, organizational commitment.

Furthermore, the displayed table clearly illustrates the importance of organizational support as a predictor of organizational commitment. Thus, the findings suggest that organizational commitment of tourism workers were best anchored on organizational support.

Table 7

Direct and Indirect Effects of the Independent Variables on Organizational Commitment of Best Fit Model

Variables	Direct Effect	Indirect Effect	Total Effect
COVID-19 Induced Stress	-.018	-	-.018
Job Satisfaction	-.357	-	-.357
Organizational Support	1.255	-.353	.902

Shown in Table is the assessment of Model 5 using goodness of fit indices where Chi-Square divided by the degrees of freedom (CMIN/DF) is 1.520; Normed Fit Index (NFI) is .992; Tucker-Lewis Index (TLI) is .994; Comparative Fit Index (CFI) is .997; Goodness of Fit Index (GFI) is .985; Root Means Square of Error Approximation (RM SEA) is .036 and P of Close Fit (Pclose) is .790. Given that all indices had satisfied the predetermined criteria in comparison to the measured model fit value, the goodness of fit result of model 5 is highly acceptable. The goodness of fit measures was met by these indices. Additionally, this suggests that the resulting model 5 is a very

well-fit model.

All included indices must constantly fall within the permitted limits in order to choose the best fit model. The p-value should be more than 0.05 and the chi-square/degrees of freedom number should be less than 5. The approximation value for the root mean square error must be less than 0.05, and the related Pclose value must be higher than 0.05. The other indices, including the goodness of fit index, Tucker-Lewis index, normed fit index, and comparative fit index, must all be higher than 0.95.



Table 8
Estimates of Variable Regression Weights in Generated Best Fit Model

			Estimate	S.E.	Beta	C.R.	P-value
COVID19_Induced_Stress	<---	Organizational_Support	-.815	.048	-.860	-16.864	***
Job_Satisfaction	<---	Organizational_Support	.945	.058	.966	16.247	***
Organizational_Commitment	<---	COVID19_Induced_Stress	-.018	.082	-.017	-.219	.826
Organizational_Commitment	<---	Organizational_Support	1.225	.201	1.238	6.081	***
Organizational_Commitment	<---	Job_Satisfaction	-.357	.191	-.353	-1.867	.062
PSE	<---	COVID19_Induced_Stress	1.000		.869		
PEH	<---	COVID19_Induced_Stress	.995	.055	.811	17.922	***
IPW	<---	Organizational_Support	1.000		.837		
IAP	<---	Organizational_Support	.933	.044	.879	21.411	***
PAY	<---	Job_Satisfaction	1.000		.820		
FRB	<---	Job_Satisfaction	.973	.056	.793	17.418	***
AFC	<---	Organizational_Commitment	1.000		.891		
COC	<---	Organizational_Commitment	1.057	.037	.918	28.591	***
NOC	<---	Organizational_Commitment	1.040	.034	.945	30.627	***

Legend:

PEH-perceived helplessness
PSE-perceived self-efficacy
PRO-promotion
SUP-supervision
FRB-fringe benefits

COR-contingent rewards
OPC-operating conditions
COW-co-workers
NOW-nature of work
COM-communication

IAP-individual as a person
IPW-individual's productive worth
AFC-affective commitment
COC-continuance commitment
NOC-normative commitment

Table 9
Goodness of Fit Measures of Structural Best Fit Model

INDEX	CRITERION	MODEL FIT VALUE
P-value	> 0.05	.072
CMIN/DF	0 < value < 2	1.520
GFI	> 0.95	.985
CFI	> 0.95	.997
NFI	> 0.95	.992
TLI	> 0.95	.994
RMSEA	< 0.05	.036
P-Close	> 0.05	.790

Legend:

CMIN/DF - Chi-Square/Degrees of Freedom
NFI - Normed Fit Index
TLI - Tucker-Lewis Index
CFI - Comparative Fit Index
GFI - Goodness of Fit Index
RMSEA - Root Means Square of Error Approximation
P-close - P of Close Fit

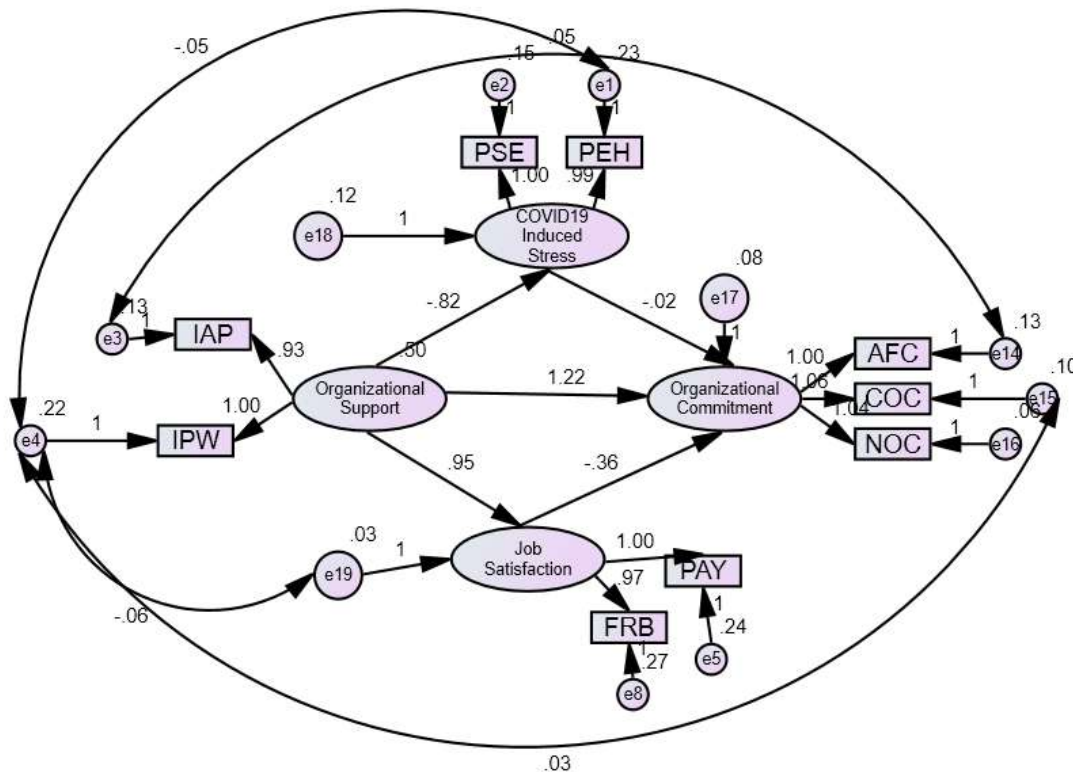


Figure 7. The Best Fit Model on Organizational Commitment

DISCUSSION

This chapter discusses the statistically supported conclusions regarding the stress caused by COVID-19, job satisfaction, organizational support, and organizational commitment of tourist workers in Davao City. With the aid of supporting principles, concepts, ideas, and theories, discussion on the importance of the connection and influence of exogenous variables on organizational commitment as well as the construct of best fit model on organizational commitment is comprehensively presented. This helped to solidify the study's conclusion and recommendation.

The analysis on the interrelationships among COVID-19 induced stress, job satisfaction, and organization support to the organizational commitment consisted of five models. The models were tested to achieve the best fit model of systems thinking. Each model has a framework that could be decomposed into two sub models which are measurement model and structural model. The measurement model represents the measure loads on each factor to their latent constructs while the structural model defines relations among the latent variables. Moreover, the assessment of fit was used as baseline for accepting and rejecting the model. Based on the findings, the

model evidently illuminates the essentials of organizational support as predictor of organizational commitment. Organizational support is an important component of organizational commitment of tourism workers in Davao City to appropriately manage the challenges on company turnover and the organization as a whole.

Hypothesized model 5 satisfied the criteria for the best fit. The best fit model showed that of the three tested variables, COVID-19 induced stress and job satisfaction were eliminated. Though in the appended level of both variables resulted to a high level, it did not guarantee its influence to organizational commitment as the model was generated.

The best fit model on organizational commitment suggests that commitment towards the organization of tourism workers is best anchored on organizational support which was measured in terms of individual as person and individual's productive worth.

Parallel to this, the outcomes of this study is in connection with the work of Kurtessis, Eisenberger, Ford, Buffardi, Stewart, and Adis (2017), which found that when an



organization treats its employees well, those employees feel compelled to reciprocate and typically do so in ways that are advantageous to the organization, creating an exchange relationship. Employees have more power, alternatives, and discretion over whether they stay with the company, therefore it stands to reason that if they believe the company has treated them well, they will likely be dedicated and stay with the company. On the other hand, if the company has not treated an employee well, that individual is less inclined to stick around.

This justifies why organizational support is the best predictor among other exogenous variables to organizational commitment.

Recommendations

Based on the results of the study, the researcher proposed the following recommendations:

Despite of the low level of stress felt by the respondents, the most challenging issue of the tourism workers in this time of pandemic is the feeling of nervousness and stressed if something happened unexpectedly. In fact, the weakest organizational support felt by the workers is the circumstance that the organization may hire someone else to replace them at a lower salary. Moreover, tourism workers seem obliged to feel committed to their company as they are anxious of what might happen if they quit their jobs without having another one lined up. These three items manifest their feeling of being not secured to the industry that they are in. This may be resolved by giving them a regular employment status to provide them a feeling of self-assurance and security. Moreover, organizations may also create activities like mental awareness programs to lessen the stress level of employees. Organizations may also develop programs and projects that will hasten employee pleasure with their work and provide employees a sense of support. This will encourage tourist workers to have a sense of devotion to their company.

One of the respondents wrote that if someone is not satisfied to his organization, it is important not to compromise his health. In addition, the too much bickering and fighting at work is one of the reasons why workers felt dissatisfied towards their job. Organizations may strengthen the peer evaluation as part of the employee performance assessment. Supervisors may keenly observe the rapport within the company to lessen, if not stop, the fighting at work.

The significant relationship among the variables: COVID 19 induced stress, job satisfaction, and organizational support of tourism workers indicates that these variables may be given focus by the management or the organization because the higher the level of these variables, the high level of organizational commitment will follow. This can be done by maintaining the good work culture of the organization while

developing a good relationship between the workers and the organization. Also, the organization may strengthen the support they are giving to their employees through promotion, increase of pay, benefits, healthier working environment and many more.

The best fit model showing organizational support as the strong predictor of organizational commitment implies that this can be of prime focus compared to other variables as mentioned above. This can be done by building a strong and good relationship to all people involved in the organization and keep tourism workers free from stress, supported, and satisfied to stay committed, thus, avoid turnover.

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