

**Newcomers' Profiles of Workplace Affective Commitment**

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### **Abstract**

This study studied profiles of workplace affective commitment (WAC) among organizational newcomers (N=443). We estimated these profiles from newcomers' specific levels of WAC directed at eight targets (i.e., organization, supervisor, coworkers, career planning, career advancement, customers, profession, and tasks) and their global levels of commitment to their work life. This approach allowed us to detect whether these profiles would evidence congruence vs. incompatibility among targets, and whether WAC to the organization would emerge as a primary vs. one of many targets. This study also investigated whether employee socialization (i.e., organization, coworkers, and role) predicted membership into desirable profiles. Finally, to investigate the complementary, synergistic, and/or competing effects of WAC profiles, we tested their associations with job performance, turnover intentions, and life satisfaction. Latent profile analyses revealed five profiles displaying compatibility and conflict amongst targets and positioning the organization as one of many targets: (1) Globally committed to the work life with a professional career orientation; (2) Globally committed to the work life with a social orientation; (3) Globally uncommitted to the work life with a professional orientation; (4) Globally uncommitted to the work life with a career planning and customer orientation; (5) Globally committed to the work life with an upward drive. With exceptions involving role socialization, all forms of socialization predicted membership into more desirable WAC profiles. Profiles characterized by higher global levels of WAC were also associated with more desirable outcomes. We finally found evidence for complementarity, synergy, and competition among WAC targets in terms of outcomes.

**Keywords:** workplace affective commitment (WAC); commitment systems; newcomers; latent profile analysis (LPA); socialization; in-role performance; organizational citizenship behavior (OCB); turnover intentions; life satisfaction

**Public Significance Statement.** Affective commitment describes the various bonds that connect employees to their work life. In the present study, we investigate the emerging multi-commitment systems present among newly hired employees, look at their implications for work performance and well-being, and at how organizations could help nurture more desirable profiles.

Workplace commitment is defined as a “force that binds an individual to a course of action of relevance to one or more targets” (Meyer & Herscovitch, 2001, p. 299). Although this force can be underpinned by different mindsets (Meyer et al., 1993), affective commitment (reflecting an emotional attachment) remains the most widely investigated mindset, and the one with the most positive associations with work-related constructs such as job satisfaction, job performance, and intention to stay (Lee et al., 2000; Meyer et al., 2002). Most of the research on commitment has focused on commitment to the organization, but a complete understanding requires the consideration of the many targets to which employees can commit, including the supervisor, coworkers, customers, work, tasks, profession, and career (Cohen, 2003; Morin et al., 2011a; Reichers, 1985). The present study examines how multiple commitments first combine to form commitment systems (i.e., networks of interrelating commitments; Klein et al., 2022), among organizational newcomers, and considers how these commitment systems relate to socialization and outcome variables.

Thus far, the results from variable-centered studies have supported the importance of jointly considering multiple targets of workplace affective commitment (WAC) because these targets tend to interact with one another to influence employee behavior (e.g., Askew et al., 2013; Becker & Kernan, 2003). However, variable-centered approaches are unable to simultaneously consider more than two or three interacting targets, which makes it impossible to consider predictors of commitment systems (Morin et al., 2011a). As a result, person-centered methods have been advocated as the approach of choice to understand the combined influence of employees’ multiple commitments (Meyer & Morin, 2016). A person-centered approach seeks to understand how employees simultaneously experience their WAC toward multiple work-related targets (i.e., their commitment system or profile), the factors associated with these configurations, and their implications for work-related outcomes.

Although abundant person-centered research has studied employees’ WAC configurations or systems, little research has considered more than two to four targets (the most common being the organization and occupation, followed by the supervisor, and then study-specific targets; Meyer & Morin, 2016). We address this limitation by relying on a person-centered approach to examine employees’ WAC profiles, or systems of commitments, based on eight work-related targets (i.e., organization, supervisor, coworkers, career planning, career advancement, customers, profession, and tasks). Although a single study (Morin et al., 2011a) has considered seven of those targets, we followed their recommendations and separated career planning from career advancement. We also improved upon the methodological approach used in this study by accounting for employees’ global levels of WAC across targets, referred to as WAC to the global work life by Perreira et al. (2018).

Furthermore, this study focuses on a sample of newcomers (i.e., employees who have started a new job within the last 12 months), a neglected group of employees in person-centered commitment research, and one for whom early work experiences are likely to play a significant role in shaping WAC configurations (e.g., Maia et al., 2016). For instance, the combination of new responsibilities with the unfamiliar nature of a new work environment can lead to negative consequences such as uncertainty, stress, and poor job attitudes (McNatt & Judge, 2008), all of them likely to result in lower levels of WAC. As such, our focus on newcomers provides a unique window of opportunity to study WAC as it is experienced early in employees’ employment history within their organization. Indeed, whereas some previous person-centered studies have examined the evolution of newcomers’ commitment to their organization, these studies have been limited by their focus on a single target (Anderson et al., 2022; Solinger et al., 2013). To better understand newcomers’ profiles of WAC, we examined the role played by their socialization experiences (i.e., the process via which they come to learn the ropes of their new roles, workgroup, and organization; Bauer et al., 2007; Kammeyer et al., 2003), as mechanisms associated with their likelihood of profile membership. Finally, we considered the implications of these profiles for organizational (i.e., in-role performance, organizational citizenship behaviors, and turnover intentions) and personal (i.e., life satisfaction) outcomes.

### **Workplace Affective Commitment Profiles or Systems: Alternative Theoretical Considerations**

Person-centered analyses are designed to identify quantitatively and qualitatively distinct profiles of employees (or subpopulations), characterized by different systems of commitment encompassing a variety of targets (Meyer & Morin, 2016). This approach makes it possible to identify the typical combinations of WACs experienced by employees. Meyer et al. (2021; also see Klein et al., 2022 for a similar perspective) note that three theoretical considerations are important when examining WAC from a multi-target perspective. The first is whether there is congruence or incompatibility among WAC

targets in profile definition (e.g., Morrow, 1993; Reichers, 1985). That is, can individuals have strong commitments to multiple targets or does strong commitment to some targets undermine commitment to others? The second is whether organizational commitment would emerge as a primary commitment that plays a central role in the definition of the profiles or whether it will simply emerge as one of many targets of WAC (e.g., Hunt & Morgan, 1994). Whereas the first two questions refer to the nature of the profiles, the third question relates to the outcomes of profile membership. More precisely, whether associations between multiple targets of WAC and outcomes highlight a complementary (i.e., may a high level of WAC to a given target compensate for low levels of WAC to other targets?), synergistic (may WAC to a given target help maximize the benefits of WAC to another target?), or competitive (may WAC to a given target reduce the benefits of WAC to another target?) role (Johnson et al., 2009). We get back to this question when discussing the outcomes of profile membership. Variable-centered studies typically contrast these alternative hypotheses (complementarity vs synergy vs competition) within a single sample of employees, assuming that results will apply to the whole population (e.g., Askew et al., 2013). This approach thus assumes that one hypothesis (e.g., competition) is necessarily better than the others for everyone. In contrast, person-centered analyses make it possible to consider the possibility that all of these hypotheses may be equally relevant to a subset of employees (e.g., Klein et al., 2022; Meyer et al., 2021).

Although the person-centered approach has often been used to investigate profiles based on the mindsets underpinning organizational (Kabins et al., 2016; Meyer & Morin, 2016) and occupational (Houle et al., 2020) commitment, studies of employees' WAC to more than a single target are scarce, and often limited to two targets (e.g., organization and occupation: Meyer et al., 2019; Morin et al., 2015; organization and supervisor: Meyer et al., 2015). Thus, only a fraction of the complex reality of employees' WAC systems has been previously considered. Fortunately, some researchers have moved past this limited view to simultaneously consider more than two targets of WAC in profile definition (Becker & Billings, 1993; Cooper et al., 2016; Meyer et al., 2021; Morin et al., 2011a; Swailes, 2004).

Becker and Billings (1993) identified four profiles: (a) committed to all targets, (b) globally committed (top management and organization), (c) locally committed (supervisor and coworkers), or (d) uncommitted to all targets. A decade later, Swailes (2004) replicated these findings in a first sample but identified two additional profiles in a second sample (one only committed to the supervisor, and one only committed to coworkers). More recently, Cooper et al. (2016) identified profiles of WAC to the organization, profession, supervisor, and tasks. In a first sample, they identified three profiles with the same configuration (WAC to profession and tasks higher than to the organization and supervisor) but differing in level (higher, moderate, and lower WAC to all targets). These profiles were replicated in a second sample, in which a "cosmopolitan" profile was identified (high WAC to the profession and tasks and low WAC to the organization and supervisor).

Cooper et al.'s (2016) identification of profiles differing mainly in terms of "level" (displaying a similar configuration but differing only in the level of WAC across targets) may stem from their failure to account for the variance shared across all targets. Indeed, commitments to a variety of targets are known to be moderately correlated to one another, forming a positive manifold (Cooper-Hakim & Viswesvaran, 2005) proposed to reflect employees' global level of WAC to their work life by Perreira et al. (2018). From this theoretical perspective, Meyer et al. (2021) identified six quantitatively and qualitatively distinct profiles in a recent study considering WAC directed at four social targets among employees from a police organization (i.e., organization, supervisor, coworkers, and citizens), while also considering their global level of WAC to their work life. Three of these profiles were globally uncommitted to the work life: one of them had a workgroup orientation (coworkers and supervisor), one of them had a people orientation (coworkers, supervisor, and citizens), and one of them had a citizen orientation. Two other profiles were moderately committed to the work life, one with an organization and citizens orientation and one with an organization orientation. Finally, one profile displayed a globally committed, and balanced across targets, configuration. These authors' ability to identify profiles presenting clearer shape-related differences, relative to those identified by Cooper et al. (2016) and differing from one another both in relation to employees' global levels of WAC to the work life as well as in relation to target-specific WACs, highlights the benefits of relying on an approach that disaggregates these two layers (global and specific). Otherwise, global WAC to the work life becomes distributed across all targets, which has been shown to mask our ability to detect differences in the shape of these profiles (Morin et al., 2017).

In the most comprehensive study of WAC profiles to date, Morin et al. (2011a) measured WAC to seven targets (organization, supervisor, work group, occupation, career, work, and customers). To account for employees' global levels of commitment shared across targets, they adopted a factor mixture approach (i.e., a latent profile analysis including a global factor to control for the variance shared among targets). Their results revealed five qualitatively distinct profiles: Committed, uncommitted, supervisor-committed, career-committed, and workplace-committed. However, although they interpreted the career-committed profile as reflecting careerism, they assessed this facet of WAC via a combination of items referring to career planning (i.e., the desire to carefully plan and monitor one's professional progression; Hall et al., 2013) and advancement (i.e., reflecting a drive to follow an upward trajectory; Zellars & Tepper, 2003). This limitation makes it hard to clearly describe the nature of this profile. We address this limitation by differentiating career planning from career advancement. Furthermore, Morin et al.'s (2011a) factor mixture approach (which unrealistically assumes that all profiles share the same global level of WAC across targets) has since been superseded by an alternative approach in which global and specific levels of WAC to multiple foci are disaggregated as part of preliminary bifactor measurement models rather than as part of the profile estimation process (Morin et al., 2017), corresponding to the approach used by Meyer et al. (2021). This more flexible approach is aligned with Perreira et al.'s (2018) theoretical representation of employees' commitment as a hierarchical construct encompassing global levels of WAC to the work life, co-existing with the unique nature of WAC directed at each target. These authors argued, and demonstrated, that employees' commitment to a variety of work-related targets are driven in part by a more global commitment to their overarching work-life which encompasses all of those targets, beyond which they also retain some specificity that makes them distinct from one another.

Our study is the first to account for eight targets of WAC properly disaggregated from employees' global levels of WAC to their work life. For this reason, our investigation must remain inductive in relation to the number and shape of the expected WAC profiles, which is also consistent with the methodologically exploratory nature of person-centered analyses (Morin et al., 2018). Yet, when we consider previous person-centered results, some consistency emerges, allowing us to draw specific hypotheses. Thus, with a single exception (Cooper et al., 2016, Study 1), previous studies considering at least four WAC targets identified four to six profiles.

***Hypothesis 1.*** Four to six WAC profiles will be identified.

Second, most previous studies provided evidence for both congruence and incompatibility among WAC targets. For instance, Meyer et al.'s (2021) results underscored the central role of global work life WAC and are thus consistent with the idea that commitments tend to show some degree of congruence, whereas two profiles (i.e., supervisor-committed, and workplace-committed) obtained by Morin et al. (2011a) highlight an incompatibility between WAC to the supervisors and coworkers. Other results (Cooper et al., 2016; Meyer et al., 2021; Morin et al., 2011a) suggest some form of incompatibility between the work role (i.e., career, tasks, or profession), social targets (coworkers, supervisor, customers), and hierarchical targets (i.e., top management, supervisor, or organization).

Third, in relation to the central vs. secondary role played by WAC to the organization, previous findings generally support Perreira et al.'s (2018) representation of the organization as "one of many targets". Also consistent with Perreira et al.'s (2018) hierarchical representation of commitment, Meyer et al.'s (2021) results highlighted the prominent role of global levels of WAC to the work life in profile definition, beyond which specific targets contribute to differentiate profiles characterized by similar global levels of WAC. More generally, results have often revealed profiles dominated by WAC to social targets (i.e., coworkers, supervisor, organization, and sometimes customers; Becker & Billings, 1993; Meyer et al., 2021; Morin et al., 2011a; Swailes, 2004), the work role (tasks, profession, and sometimes customers; Cooper et al., 2016; Meyer et al., 2021; Morin et al., 2011a), the hierarchy (supervisor, organization; Becker & Billings, 1993; Cooper et al., 2016; Meyer et al., 2021; Morin et al., 2011a), and one's career (Morin et al., 2011a). Based on these two sets of considerations (congruence vs incompatibility; central vs secondary), we anticipate that:

***Hypothesis 2.*** WAC profiles will differ from one another based on employees' global levels of WAC to their work life, which will be either high, moderate, or low.

***Hypothesis 3.*** WAC profiles will differ from one another in relation to specific targets, revealing profiles dominated by social (e.g., coworkers, customers, supervisor, organization), role-related (e.g., profession, tasks, customers), hierarchical (e.g., supervisor, organization), and personal (e.g.,

career advancement and career planning) commitments.

### **Socialization Experiences and WAC Profiles**

Socialization refers to the process by which newcomers learn the ropes of their job by acquiring the skills, values, knowledge, and behaviors required to function effectively as members of their organization (Bauer et al., 2007; Van Maanen & Schein, 1979). Effective socialization is reflected in newcomers' internalization of the values, skills, behaviors, and knowledge required to efficiently perform their role as a job incumbent, member of a workgroup, and member of an organization (Chao et al., 1994; Cooper-Thomas et al., 2020). Although some suggest that socialization may take as little as six months for employees to become adequately oriented and autonomous (Ashforth & Saks, 1996), others more realistically extend this timeframe to one (Bauer et al., 2007) to five years (Rudman et al., 2014) to account for the in-depth process of internalization and integration entailed by socialization. Our goal was to identify WAC profiles or systems, and their links with employee socialization once the initial period of turmoil (when employees still need to orient themselves) has passed. We thus targeted newcomers who started their employment within the past 5 to 12 months. This is consistent with evidence suggesting that newcomers' WAC requires a period of roughly five to six months to achieve a reasonable level of stability (Solinger et al., 2013).

During this period, employees' socialization experiences are intimately related to their ability to internalize the requirements of their new job (Chao et al., 1994; Cooper-Thomas et al., 2020) in a way that shapes their work attitudes, motivation, and commitments (e.g., Kammeyer-Mueller & Wanberg, 2003; Saks & Ashforth, 1997). Although employees' WAC to personal (e.g., career) or professional (e.g., profession) targets may display stability across settings, WAC to targets located within the confine of the new organization (e.g., supervisor, coworkers, customers, organization, tasks) is likely to be conditioned on employees' ability to acquaint themselves with these targets. This familiarization is a prerequisite to the internalization of these targets to their social identity, which itself forms the theoretical basis of WAC (Meyer et al., 2006). Consistent with this assertion, meta-analytic results have supported the role of socialization as a driver of WAC among newcomers (Cohen & Veled-Hecht, 2008; Saks et al., 2007). However, just like commitment, socialization involves multiple targets, such as the work role, workgroup, and organization (Chao et al., 1994; Cooper-Thomas et al., 2020). Beyond their likely impact on newcomers' global WAC to their work life (Cohen & Veled-Hecht, 2008; Saks et al., 2007), from a target similarity perspective (Lavelle et al., 2007, 2009) these three socialization targets can also be expected to more nurture commitments to matching targets.

**Hypothesis 4.** All socialization targets (organization, workgroup, work role) will be associated with an increased likelihood of membership in profiles presenting higher global levels of WAC.

**Hypothesis 5.** All socialization targets (organization, workgroup, work role) will be associated with an increased likelihood of membership in profiles defined by higher specific levels of WAC to matching targets.

### **Outcomes of Workplace Affective Commitment Profiles**

Research has considered WAC to multiple targets when examining the impact of commitment on employees and organizations. For instance, from a variable-centered perspective, Becker and Kernan (2003) showed that WAC to the supervisor had a stronger association with in-role performance than WAC to the organization. Likewise, following the target similarity perspective, Morin et al. (2011b) found that the positive association between WAC and organizational citizenship behaviors (OCB) was stronger among matching targets. However, from a person-centered perspective, research has examined a wider range of outcomes (e.g., Meyer et al., 2021; Morin et al., 2011a). In this study, we focus on a series of organizational (performance and turnover intentions) and personal (life satisfaction) outcomes traditionally associated with WAC (Cooper-Hakim, & Viswesvaran, 2005; Lee et al., 2000; Meyer & Morin, 2016; Meyer et al., 2002; Spurk et al., 2019; Wang et al., 2019).

A complete perspective on employees' performance should encompass their in-role performance as well as OCBs. Whereas in-role performance refers to the behaviors and duties that are required as part of an employee's job description (Boudrias et al., 2009), OCBs refer to desirable behaviors going beyond the call of duty (Organ, 1988; Organ & Ryan, 1995; Podsakoff et al., 2000). Just like WAC, OCBs can be directed at distinct constituencies (Bowler & Brass, 2006; Lavelle et al., 2007), most typically the organization but also coworkers and supervisors (Boudrias et al., 2009, 2014; Morin et al., 2011a, 2011b). So far, research has reported strong associations between WAC and various indicators of performance (Meyer et al., 2002; Rafiei et al., 2014), although these relations differ in magnitude

across targets (Vandenberghe et al., 2004) and tend to be stronger among matching targets (Morin et al., 2011b). These conclusions have also been supported in person-centered research on WAC profiles (e.g., Meyer et al., 2021; Meyer & Morin, 2016; Morin et al., 2011a).

Turnover intentions, arguably the focal outcome of commitment (Meyer et al., 2002), tend to be high among newcomers (Manzoor & Naeem, 2011; Rafiei et al., 2014). Strong, negative variable- (Meyer et al., 2002) and person- (Meyer & Morin, 2016) centered associations between employees' global and target-specific WAC and turnover intentions have been reported previously. However, person-centered research has also suggested that profiles dominated by WAC directed at one's career (Morin et al., 2011a) or suggestive of incompatibility (customers vs organization; Meyer et al., 2021) display higher turnover intentions than other profiles characterized by similar global levels of WAC.

Finally, given the importance of work as a source of life satisfaction, previous variable- and person-centered studies have highlighted the role of WAC as a positive driver of life satisfaction (e.g., Meyer & Maltin, 2010; Meyer et al., 2002; Puangyoykeaw & Nishide, 2015). Yet, the role of balance in achieving life satisfaction is also well-documented (e.g., Marks & MacDermid, 1996; Vallerand, 2015), suggesting that profiles with imbalanced levels of WAC across targets, particularly those suggesting competition (Reichers, 1985), may result in lower levels of life satisfaction.

Previous research thus suggests positive associations between WAC to a variety of targets and employees' in-role performance, OCBs, life satisfaction, and intentions to stay. Previous research also highlights that WAC-OCB associations should be stronger among matching targets, that career commitment should lead to increased turnover intentions, and that competing WAC should lead to higher turnover intentions and lower life satisfaction, leading us to expect that:

**Hypothesis 6.** Profiles presenting higher global levels of WAC will display higher levels of in-role performance, OCB and life satisfaction, and lower levels of turnover intentions.

**Hypothesis 7.** Profiles defined by higher levels of WAC directed at the organization, the supervisor, or the coworkers will display higher levels of OCBs directed at matching targets.

**Hypothesis 8.** Profiles dominated by higher levels of WAC directed at the career will display higher levels of turnover intentions than profiles characterized by similar global levels of WAC.

**Hypothesis 9.** Profiles characterized by a WAC configuration suggestive of conflicting commitments should display higher levels of turnover intentions and lower levels of life satisfaction than profiles characterized by similar global levels of WAC.

Regarding the third theoretical question raised by Meyer et al. (2021), previous person-centered studies have provided evidence of complementarity (i.e., associations with outcomes seem to be primarily driven by WAC to a specific target irrespective of the level of WAC to the other targets), synergy (higher levels of WAC to one target seemed to increase the benefits of WAC to other targets), and competition (higher levels of WAC to one target seemed to decrease the benefits of WAC to other targets). For instance, Meyer et al. (2021) showed that the moderately committed profile with an organization and citizens orientation outperformed the moderately committed profile with an organization orientation on many outcomes (i.e., synergy), but displayed more pronounced intentions to leave the organization (suggesting that WACs to the organization and citizens might compete with one another for this outcome). Likewise, they found that the globally uncommitted profile dominated by a citizens orientation outperformed some of the moderately committed profiles in terms of in-role performance and OCBs, suggesting that WAC to citizens might play a complementary role. Similarly, Morin et al.'s (2011a) study showed that whereas the career-oriented profile displayed lower levels of in-role performance than many other profiles (suggesting that WAC to the career interferes with in-role performance, hence illustrating competition), it also potentiated OCBs directed at the workgroup, supervisor, and organization (i.e., complementarity). Unfortunately, although these results support the idea that WAC to multiple targets may create synergy, complementarity, and competition, they remain isolated and specific to the methods used in these studies. Therefore, specific hypotheses about synergy, complementarity, and competition effects are arguably difficult to draw for this study.

**Hypothesis 10.** In terms of associations with outcomes, complementarity, synergy, and competition in the effects of multi-target WAC profiles will be observed.

**Research Question:** We leave as an open research question the exact nature of these complementary, synergistic, and competitive effects.

## Method

### Participants and Procedure

Potential participants were recruited by Delvinia, a professional firm specialized in online data collection based in Canada. A convenience sample of 443 participants (17 to 76 years,  $M_{age}=45.4$ ,  $SD_{age}=13.7$ ; 53.7% male) who started a new job within the past twelve months (5.1 to 11.7 months,  $M_{tenure}=8.1$ ,  $SD_{tenure}=1.6$ ) actively consented to participate. Of them, 19.86% had completed secondary education or less, 18% had a college diploma, 39.95% had an undergraduate University degree, and 22.12% had a graduate University degree or more. Participants worked an average of 36.1 hours per week ( $SD = 10.6$ ), 79.2% of them had a full-time job, and 73.7% of them had a permanent job. In addition, 67.7% reported having a partner, while the remaining 32.3% reported being single, and reported an average of 1.6 children at home ( $SD = 1.0$ ). Participants completed the questionnaires in English and were compensated (using Delvinia Reward program) for a value of roughly 2.50\$. This study was approved by the last author's University research ethics committee (certificate 30009559).

### Measures

All items were rated using a 6-point Likert scale (1 = *Strongly Disagree*; 6 = *Strongly Agree*).

**Workplace Affective Commitment.** The short form of the WAC Multidimensional Questionnaire (Perreira et al., 2018) was used to assess employees' WAC directed at eight targets, which all reflect global levels of WAC directed at employees' work life: (a) organization (3 items;  $\alpha = .87$ ; e.g., *I am proud to say that I work for my organization*); (b) supervisor (3 items;  $\alpha = .92$ ; e.g., *I like the values conveyed by my immediate supervisor*), (c) coworkers (3 items;  $\alpha = .89$ ; e.g., *I am happy to work with my coworkers*); (d) customers (3 items;  $\alpha = .83$ ; e.g., *I really care about the satisfaction of my organization's customers*); (e) tasks (3 items;  $\alpha = .82$ ; e.g., *I find the tasks I perform in my current position stimulating*); (f) profession (3 items;  $\alpha = .86$ ; e.g., *I am proud to say this is my profession*); (g) career advancement (3 items;  $\alpha = .87$ ); and (h) career planning (3 items;  $\alpha = .80$ ). The original version of this questionnaire includes a single scale reflecting career commitment with two items related to career advancement (*I would like to hold increasingly important positions throughout my career*; *It is important for me to move up the ranks or obtain promotions*) and one item related to career planning (*I feel it is important to plan one's career*). In this study, we expanded on this original version by adding one additional career advancement item (*I am ambitious about my career*) and two additional career planning items (*I have a clear vision of what I want to achieve in my career*; *I have a set of well-planned career goals*), allowing us to differentiate these two dimensions.

**Socialization.** Chao et al.'s (1994) questionnaire was used to evaluate socialization experiences related to the organization (7 items;  $\alpha = .88$ ; e.g., *I understand the goals of my organization*), workgroup (6 items;  $\alpha = .88$ ; e.g., *Within my work group, I would easily be identified as "one of the gang"*), and role (5 items;  $\alpha = .85$ ; e.g., *I have mastered the required tasks of my job*).

**Job Performance.** Participants' in-role performance (4 items;  $\alpha = .90$ ; e.g., *I assume my work-related responsibilities*) and OCBs directed at the tasks (3 items;  $\alpha = .91$ ; e.g., *I try to find better ways to reach my objectives*), coworkers (6 items;  $\alpha = .88$ ; e.g., *I help my coworkers do their work*), and organization (5 items;  $\alpha = .87$ ; e.g., *I become involved in work committees*) were self-reported using an instrument developed by Boudrias et al. (2009, 2014).

**Intentions to Quit.** Participants' intention to leave their job was assessed with a 3-item measure ( $\alpha = .76$ ; e.g., *I will probably actively look for another job soon*) from by Becker and Billings (1993).

**Life Satisfaction.** Life satisfaction was assessed using the five-item ( $\alpha = .90$ ; e.g., *The conditions of my life are excellent*) Satisfaction with Life Scale developed by Diener et al. (1985).

## Analyses

### Preliminary Analyses

Preliminary measurement models were estimated to verify the psychometric properties of our measures and to extract factor scores for the main analyses (Morin et al., 2017). These analyses were conducted in Mplus 8.4 (Muthén & Muthén, 2017), using the means and variance adjusted weighted least square (WLSMV) estimator. Participants were not allowed to leave missing responses when completing the questionnaire. Following Perreira et al. (2018), WAC was modelled using bifactor exploratory structural equation modeling (bifactor-ESEM; Morin et al., 2016) to disaggregate global levels of WAC across targets (global work life) from specific levels of WAC to each specific target. All other variables (socialization, in-role performance, OCBs, life satisfaction, and turnover intentions) were estimated in a single model. For socialization and OCBs, we relied on ESEM models incorporating



cross-loadings targeted to be as close to zero as possible within the various dimensions of a single questionnaire to avoid converging on inflated estimates of factor correlations (Asparouhov et al., 2015; Mai et al., 2018). However, no cross-loadings were allowed between constructs measured using different questionnaires. The remaining constructs (in-role performance, life satisfaction and turnover intentions) were represented using single-factor confirmatory factor analytic (CFA) model.

These analyses generally revealed reliable factors: (a) global work-life WAC  $\omega = .980$ ; (b) specific WAC-organization  $\omega = .618$ ; (c) specific WAC-supervisor  $\omega = .913$ ; (d) specific WAC-career planning  $\omega = .862$ ; (e) specific WAC-career advancement  $\omega = .894$ ; (f) specific WAC-coworkers  $\omega = .799$ ; (g) specific WAC-customers  $\omega = .809$ ; (h) specific WAC-profession  $\omega = .787$ ; (i) specific WAC-tasks ( $\omega = .560$ ); (j) workgroup socialization  $\omega = .600$ ; (k) organizational socialization  $\omega = .779$ ; (l) role socialization  $\omega = .874$ ; (m) in-role performance  $\omega = .923$ ; (n) OCB-tasks  $\omega = .765$ ; (o) OCB-coworkers  $\omega = .673$ ; (p) OCB-organization  $\omega = .804$ ; (q) life satisfaction  $\omega = .922$ ; and (r) turnover intentions  $\omega = .820$ .<sup>1</sup> These preliminary analyses are reported in the online supplements.

### ***Latent Profile Analysis (LPA)***

Latent profile analyses (LPAs) were estimated from factor scores representing global and target-specific levels of WAC using Mplus 8.4 (Muthén & Muthén, 2017) robust maximum-likelihood estimator (MLR). LPA solutions including one to eight profiles were estimated with freely estimated means and variances (Diallo et al., 2016), 5000 random starts, 1000 iterations, and 200 optimizations (Hipp & Bauer, 2006). The selection of the optimal solution can be guided by the examination of statistical indicators, but remains primarily guided by the theoretical conformity, empirical value, and statistical adequacy of the solutions (Morin & Litalien, 2019). In terms of statistical indicators, we report the Akaike information criterion (AIC), the Bayesian information criterion (BIC), the consistent AIC (CAIC), the sample-size adjusted BIC (ABIC), the adjusted Lo-Mendell-Rubin (aLMR) likelihood ratio test, and the Bootstrap Likelihood Ratio Test (BLRT). Lower values on AIC, BIC, CAIC, and ABIC suggest a better fitting solution, whereas a statistically non-significant p-value for aLMR and BLRT support the superiority of a model including one less profile. Entropy, an indicator of classification accuracy, is also reported with values ranging from 0 (low) to 1 (high). Statistical research has supported the accuracy of the CAIC, BIC, ABIC, and BLRT, but not that of the AIC and aLMR (e.g., Diallo et al., 2016, 2017; Peugh & Fan, 2013), and suggested that the BIC and CAIC should be favored under conditions of high entropy (i.e., entropy  $\geq .80$ ) whereas the ABIC and BLRT should be favored when the entropy values are lower (i.e.,  $\leq .60$ ). Thus, although we report all indicators, we place more emphasis on CAIC/BIC or ABIC/BLRT depending on the entropy.

### ***Predictors and Outcomes***

Predictors<sup>2</sup> were directly included, in a single step, in the LPA solution via multinomial logistic regression. Profile-specific outcome levels were contrasted in a single step using a weighted multi-group mean comparison applied with the auxiliary BCH function (Asparouhov & Muthén, 2015).

## **Results**

### **Latent Profile Analyses: Optimal Solution and Interpretation**

The results from the solutions including different number of profiles are reported in Table 1. The CAIC and BIC reached their lowest point for the 2-profile solution, the ABIC reached its minimum for the 4-profile solution but was associated with very similar values for solutions including 4 to 6 profiles, and the BLRT supported the 3-profile solution. Entropy values were in the moderate to low range for most solutions (.50 to .70), suggesting that more weight should be given to the ABIC and BLRT. For this reason, as well as in alignment with our theoretical expectations, solutions including 2 to 6 profiles were inspected. All solutions were statistically proper and increasing the number of profiles resulted in the addition of theoretically meaningful, interpretable, and distinct profiles up to the 5-profile solution.

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<sup>1</sup> As some of these reliability coefficients were located at the lower bound of acceptability (.600-.700), while also keeping in mind that an even lower bound of acceptability closer to .500 applies to specific factors from a bifactor model (Morin et al., 2020; Perreira et al., 2018), these results highlight the need to rely on analyses controlled for unreliability. Thus, all analyses rely on factor scores from these preliminary measurement models, which preserve the nature of these models while providing a partial control for unreliability (Morin et al., 2017).

<sup>2</sup> Preliminary verifications confirmed that demographics (i.e., age, education, sex, work hours, income, permanent/temporary, full-time/part-time, stable love relationship, number of children at home) had no effect on profile membership, and thus that there was no need to consider controlling for them in our analyses.

In contrast, adding a sixth or seventh profile did not result in a meaningful addition, simply resulting in the division of existing profiles into smaller ones with similar shapes. The 5-profile solution was thus retained, thus supporting Hypothesis 1. This solution is presented in Figure 1, and detailed parameters are reported in Table S4 of the online supplements. Before interpreting the profiles, we can already see that WAC directed to tasks does not seem to contribute to the definition of any profiles, whereas WAC directed to the coworkers primarily contributes to the definition of a single profile (3). Other dimensions have a clearer contribution to profile definition.

Profile 1 (*Globally committed to work life with a professional career orientation*) characterized 24.45% of the employees presenting very high levels of global WAC, coupled with high specific levels of WAC directed to career planning and advancement, slightly lower than average specific levels of WAC directed at the organization, supervisor, and customers, slightly higher than average specific levels of WAC directed at the profession, and average levels of WAC directed at the coworkers and tasks. Profile 2 (*Globally committed to work life with a social orientation*) characterized 26.97% of the employees presenting high global levels of WAC, high specific levels of WAC directed at the organization, supervisor and customers, low specific levels of WAC directed at career planning and advancement, and average specific levels of WAC directed at the coworkers, profession and tasks. Profile 3 (*Globally uncommitted to the work life with a professional orientation*) characterized 7.64% of the employees presenting very low global levels of WAC and specific levels of WAC directed at the customers, low specific levels of WAC directed at the organization, coworkers, career planning and career advancement, higher than average specific levels of WAC directed at the profession, and average specific levels of WAC directed at the supervisor and tasks. Profile 4 (*Globally uncommitted to the work life with a career planning and customer orientation*) was the largest (38.30%) and characterized employees presenting very low global levels of WAC, lower than average specific levels of WAC directed at the supervisor and profession, higher than average specific levels of WAC directed at career planning and the customers, and average levels of WAC directed at all other targets. Finally, Profile 5 (*Globally committed to the work life, with an upward drive*) was the smallest (2.65%) and characterized employees presenting very high global levels of WAC, high specific levels of WAC directed at the supervisor and career planning, low specific levels of WAC directed at the organization, customers, and career advancement, lower than average specific levels of WAC directed at the profession, and average levels of WAC directed at the coworkers and tasks. Taken together, these profiles support Hypotheses 2 and 3.

### **Predictors of Profile Membership**

Results from the predictive analyses are reported in Table 2. First, employees with higher levels of workgroup socialization were more likely to correspond to Profiles 1 (*Globally committed to the work life with a professional career orientation*) or 5 (*Globally committed to the work life with an upward drive*) relative to Profiles 2 (*Globally committed to the work life with a social orientation*), 3 (*Globally uncommitted to the work life with a professional orientation*) and 4 (*Globally uncommitted to the work life with a career planning and customer orientation*). They were also less likely to correspond to Profile 4 (*Globally uncommitted to the work life with a career planning and customer orientation*) relative to Profiles 2 (*Globally committed to the work life with a social orientation*) and 3 (*Globally uncommitted to the work life with a professional orientation*). Second, employees with higher levels of organizational socialization were more likely to correspond to Profiles 1 (*Globally committed to the work life with a professional career orientation*), 2 (*Globally committed to the work life with a social orientation*) or 5 (*Globally committed to the work life with an upward drive*) relative to Profiles 3 (*Globally uncommitted to the work life with a professional orientation*) and 4 (*Globally uncommitted to the work life with a career planning and customer orientation*). Finally, employees with higher levels of role socialization were more likely to correspond to Profiles 1 (*Globally committed to the work life with a professional career orientation*) or 4 (*Globally uncommitted to the work life with a career planning and customer orientation*) relative to Profiles 2 (*Globally committed to the work life with a social orientation*) or 5 (*Globally committed to the work life with an upward drive*). They were also more likely to correspond to Profile 4 (*Globally uncommitted to the work life with a career planning and customer orientation*) relative to 3 (*Globally uncommitted to the work life with a professional orientation*). Taken together, these results generally support Hypotheses 4 and 5.

### **Outcomes of Profile Membership**

The outcomes results are reported in Table 3. In-role performance was the highest in Profiles 1

(*Globally committed to the work life with a professional career orientation*) and 5 (*Globally committed to the work life with an upward drive*), which were not distinguishable from each other, followed by Profile 2 (*Globally committed to the work life with a social orientation*) and 4 (*Globally uncommitted to the work life with a career planning and customer orientation*), which both differed from Profile 1 but not from Profile 5, whereas the lowest levels were observed in Profile 3 (*Globally uncommitted to the work life with a professional orientation*). Similar results were observed with respect to OCBs. Thus, OCBs directed at the tasks were the highest in Profiles 1 (*Globally committed to the work life with a professional career orientation*) and 5 (*Globally committed to the work life with an upward drive*), which were not distinguishable from each other, followed by Profile 2 (*Globally committed to the work life with a social orientation*), which only differed from Profile 5, then by Profile 4 (*Globally uncommitted to the work life with a career planning and customer orientation*) which differed from Profile 1 but not from Profiles 2 and 5, whereas the lowest levels were observed in Profile 3 (*Globally uncommitted to the work life with a professional orientation*). OCBs directed at the coworkers and at the organization were also the highest in Profiles 1 (*Globally committed to the work life with a professional career orientation*) and 5 (*Globally committed to the work life with an upward drive*), which were not distinguishable from one another, followed by Profiles 2 (*Globally committed to the work life with a social orientation*), 3 (*Globally uncommitted to the work life with a professional orientation*) and 4 (*Globally uncommitted to the work life with a career planning and customer orientation*), which did not differ from one another.

Turnover intentions were the highest in Profiles 3 (*Globally uncommitted to the work life with a professional orientation*) and 4 (*Globally uncommitted to the work life with a career planning and customer orientation*), followed by Profiles 1 (*Globally committed to the work life with a professional career orientation*), 2 (*Globally committed to the work life with a social orientation*) and 5 (*Globally committed to the work life with an upward drive*), which did not differ from one another. Finally, life satisfaction was highest in Profile 5 (*Globally committed to the work life with an upward drive*), followed by Profile 1 (*Globally committed to the work life with a professional career orientation*), then by Profile 2 (*Globally committed to the work life with a social orientation*), and then by Profiles 3 (*Globally uncommitted to the work life with a professional orientation*) and 4 (*Globally uncommitted to the work life with a career planning and customer orientation*), which did not differ. Overall, these results support Hypotheses 6, 8 and 10, and partially support Hypotheses 7 and 9.

### Discussion

This study sought to increase our understanding of WAC systems (Klein et al., 2022) in several ways. First, a single study (Morin et al., 2011a) had previously sought to capture the richness of employees' WAC profiles while considering more than four targets. Beyond providing replication evidence to this study, we relied on a more comprehensive disaggregation of employees' global levels of WAC to their work life from their specific level of WAC uniquely directed at various targets. We also provide the first test of the distinctive role of employees' WAC directed at career planning relative to advancement. In doing so, we gained insights regarding congruence or incompatibility among WAC targets, and whether the organization acted as a primary target of WAC or as one of many targets (Meyer et al., 2021). Second, by focusing on newcomers, we gained information on the nature of early, rather than crystalized, WAC profiles, as well the role of socialization as an early driver of emerging commitment systems. Third, by considering a variety of target-specific and generic outcomes, we uncovered evidence of synergy, complementarity, and conflict among WAC targets.

### Workplace Affective Commitment Profiles

Supporting Hypothesis 1, we identified five qualitatively and quantitatively distinct profiles: (a) employees globally committed to their work life with a professional career orientation (Profile 1); (b) employees globally committed to their work life with a social orientation (Profile 2); (c) employees globally uncommitted to their work life with a professional orientation (Profile 3); (d) employees globally uncommitted to their work life with a career planning and customer orientation (Profile 4); and (e) employees globally committed to their work life with an upward drive (Profile 5). Supporting Hypothesis 2, employees' global levels of WAC directed to their work life played a prominent role in the definition of all profiles, being either high (Profiles 1, 2, and 5) or low (Profiles 3 and 4). Beyond this global distinction, and supporting Hypothesis 3, these profiles also differed in terms of WAC to specific work-related targets. The three profiles characterized by a strong global WAC differed in their specific orientation toward a professional career (Profile 1), social ties (Profile 2) or upward mobility

(Profile 5). The two profiles characterized by a weak global WAC differed in terms of their specific orientation toward the profession (Profile 3) or customers and career planning (Profile 4).

Despite the methodological improvements implemented in this study, two profiles were similar to those identified previously. Profile 2 (*Globally committed to the work life with a social orientation*) matches the workplace-committed profile identified by Becker and Billings (1993), Morin et al. (2011a), and Swailes (2004). Likewise, Profile 3 (*Globally uncommitted to the work life with a professional orientation*) matches the weakly-committed profile identified by Becker and Billings (1993), Cooper et al. (2016), Morin et al. (2011a), and Swailes (2004). However, this correspondence remains imperfect as Profile 3 remained driven by an affective bond to the profession – a bond not evidenced in previous studies. This difference may reflect the nature of our sample of newcomers as the decision to accept a new job likely involves at least some affective drive to embark on a new challenge. Although these employees may seem, when we consider the globally uncommitted nature of their profile, disappointed with their new work reality they still maintain their tie with their profession as a core component of their commitment system (e.g., Morin et al., 2009).

The career played a key role in the commitment system of three profiles (1, 4, and 5). This result is consistent with Morin et al. (2011a) identification of a profile driven by the career and supports the importance of differentiating career planning (Hall et al., 2013) from advancement (Morin et al., 2011a; Zellars & Tepper, 2003), at least among newcomers. Whereas one profile displayed a high level of WAC to these two components (Profile 1), two other profiles were primarily committed to career planning accompanied by a moderate (Profile 4) to low (Profile 5) career advancement. These commitment systems were also driven by WAC toward one (customers in Profile 4) or many (tasks and profession in Profile 1; supervisor and tasks in Profile 5) other targets. Moreover, Profiles 1 and 5 were also driven by a strong work life commitment, whereas Profile 4 displayed a weak global work life commitment. These elements differentiate these profiles from the pure careerist profile identified by Morin et al. (2011a) and challenges their interpretation that this profile reflected a purely careerist system, at least for newcomers. Close to 65% of our sample corresponded these profiles, indicating that these two types of career commitment seem relevant to consider among newcomers. The nature of these profiles, however, suggests that career planning was more important than career advancement for newcomers, among whom those seeking advancement saw it tied to a careful planning.

Regarding the theoretical considerations outlined in the introduction, our study first supports the idea that a strong WAC to at least one aspect of the work life does not systematically interfere with, or reinforce, WAC to other facets of the work life (Meyer et al., 2021). No two commitment targets varied in unison across all profiles. For example, whereas the first four profiles displayed aligned WAC to the organization and supervisor (i.e., below or above average), these two targets were incongruent in Profile 5. Moreover, although Profiles 3 and 4 had below average levels of WAC to the organization and supervisor, Profile 3 displayed higher levels of WAC to the supervisor than to the organization, whereas the opposite pattern was seen in Profile 4. Our results thus provide evidence that employees can develop both congruent and incompatible commitments (Meyer et al., 2021). Our results also support a view of the organization as one of many targets, and not one that plays a major role in profile definition (e.g., Hunt & Morgan, 1994). Rather, employees' global WAC toward their work life seems to play the central role traditionally ascribed to the organization.

Our study is only the fourth to jointly consider more than two targets of WAC, the second to consider more than four (Morin et al. 2011a), and the second to properly account for global levels of WAC (Meyer et al., 2021). It is noteworthy that all of these studies converged on one workplace committed profile, at least one weakly committed profile, and at least one globally committed profile. Moreover, although this is only the second person-centered study (Morin et al., 2011a) to consider the career, both studies found that it played an important role in profile definition. Evidence is thus accumulating that these profiles are common to employees in different contexts, although the psychological mechanisms underlying the career-oriented (Profiles 1, 4, and 5), globally committed (Profiles 1, 2, and 5), and globally uncommitted (Profiles 3 and 4) profiles remain unclear.

### **Socialization and Profile Membership**

From a target similarity perspective (Lavelle et al., 2007, 2009; Morin et al., 2011a, 2011b), associations between socialization and WAC should be more pronounced among matching targets. However, our results only partially supported this perspective and Hypothesis 5. Supporting the target similarity perspective, employees reporting higher levels of workgroup socialization were more likely

to belong to Profile 2 (*Globally committed to the work life with a social orientation*) relative to 4 (*Globally uncommitted to the work life with a career planning and customer orientation*). Conversely, and supporting Hypothesis 4, our results revealed that socialization played a greater role in predicting membership into profiles driven by strong global levels of WAC than into profiles driven by any specific WAC target (matched or not). Thus, whereas Profile 2 displays a strong WAC to social targets, workgroup socialization predicted membership into Profiles 1 and 5, both with stronger global levels of WAC than Profile 2. Moreover, workgroup and organizational socialization were both associated with membership into the three profiles characterized by a strong global WAC (Profiles 1, 2, and 5). Thus, the more employees learn about, and come to value, their organization and workgroup, the more likely they are to display a globally committed profile. These observations suggest that socialization, irrespective of target, should support global levels of work life WAC.

Workgroup socialization was associated with membership into Profile 3 (*Globally uncommitted to the work life with a professional orientation*) relative to 4 (*Globally uncommitted to the work life with a career planning and customer orientation*). Consistent with the lower WAC observed in Profile 3, this suggests that globally uncommitted employees may simply engage in workgroup socialization to enjoy social interactions. Future research is needed to test this hypothesis.

The results were not as consistent for role socialization. First, it was associated with a lower likelihood of membership into the profile with the lowest global commitment (Profile 3), consistent with the benefits of this type of socialization. Second, role socialization was linked to membership into Profile 4 (*Globally uncommitted to the work life with a career planning and customer orientation*) relative to 5 (*Globally committed to the work life with an upward drive*), as well as into Profile 1 (*Globally committed to the work life with a professional career orientation*). Role socialization thus seems to favor WAC toward career planning relative to (Profile 2 vs 5), or in addition to (Profile 1), advancement. This suggests that role socialization may help employees move away from a purely careerist orientation (outward mobility; Morin et al., 2011a; Zellars & Tepper, 2003) to favor a more productive career planning orientation (inward mobility; Hall et al., 2013).

Third, role socialization was also associated with membership into Profile 4 (*Globally uncommitted to the work life with a career planning and customer orientation*) relative to 2 (*Globally committed to the work life with a social orientation*). Role socialization is primarily concerned with learning how to perform one's job rather than with enjoying it. High levels of role socialization may thus lead some newcomers to realize that they are not particularly fond of their job. This interpretation creates an interesting dilemma: Learning one's role is essential to organizational functioning (Van Maanen & Schein, 1979), and yet may lead employees to grow uncommitted to their work life. The opposite scenario is also problematic, whereby not learning one's role can favor profiles with a social orientation that underperforms compared to career-driven profiles (we come back to this issue shortly). This interpretation suggests that organizations should invest resources to improve the recruitment of employees likely to enjoy their tasks, and to implement measures to help uncommitted workers transition out when they are unlikely to grow more committed to their work life.

### **In-Role Performance and OCBs**

Consistent with Hypothesis 6 and previous results (e.g., Morin et al., 2011a, 2011b; Perreira et al., 2018), profiles with a strong global level of WAC (Profiles 1, 2 and 5) displayed higher levels of in-role performance and OCBs than profiles with weak global levels of WAC (Profiles 3 and 4). Even though these results are consistent with the recognized benefits of WAC, they fail to support Hypothesis 7 and the target similarity perspective (Lavelle et al., 2007, 2009; Morin et al., 2011a, 2011b) for OCBs. These results rather position global WAC as a core driver of in-role performance and OCB. When contrasting profiles characterized by a strong global WAC, in-role performance and OCBs were higher in Profiles 1 (*Globally committed to the work life with a professional career orientation*) and 5 (*Globally committed to the work life with an upward drive*) than in Profile 2 (*Globally committed to the work life with a social orientation*), which did not differ from Profile 4 (*Globally uncommitted to the work life with a career planning and customer orientation*). Profiles 1 and 5 both had a higher commitment to their career advancement than Profile 2, which may push them to rely on higher performance as an impression management strategy to ensure upward mobility (Zellars & Tepper, 2003), a possibly noted by Morin et al. (2011a). This result also corroborates Morin et al.'s (2011a) observations regarding the performance deficit associated with profiles with a strong social orientation (i.e., Profile 2). Moreover, despite a high level of commitment to the profession and an average level of commitments to the tasks,

Profile 3 displayed the lowest levels of in-role performance and OCBs directed at the tasks. Although this result aligns with the low global levels of WAC observed in this profile, it also highlights the importance of generating multiple commitments in the workplace. More precisely, it shows that a strong commitment limited to a single target may not necessarily produce the desirable effects often reported in variable centered studies.

### **Turnover Intentions and Life Satisfaction**

Supporting Hypothesis 6 and previous results (Meyer et al., 2002; Meyer & Morin, 2016; Morin et al., 2011a), profiles characterized with a strong global level of WAC (Profiles 1, 2 and 5) displayed the highest life satisfaction and the lowest turnover intentions, whereas the opposite was true for those presenting globally weak global levels of WAC (Profiles 3 and 4). Beyond the benefits of these global levels of WAC, our results provided mixed support to Hypothesis 8, which suggested that turnover intentions should be higher in profiles characterized by a stronger WAC directed at the career. In fact, the similar level of turnover intentions observed in Profile 2 relative to Profiles 1 and 5 may be explained by the fact that members of Profile 2 seem comfortable in their workplace, as reflected by high levels of WAC to the organization, supervisor, and customers, paired with a lack of WAC to career planning and advancement. Similarly, Profile 4 fared better on most WAC targets than Profile 3, suggestive of fewer possible commitment conflicts. Yet, both profiles displayed similar levels of turnover intentions and life satisfaction, thus failing to support Hypothesis 9 while reinforcing the role of global levels of WAC directed at the work life outlined in Hypothesis 6.

### **Synergy, Complementarity, and Competition**

Our results supported Hypothesis 10, providing evidence of synergistic, complementary, and competing effects of WAC targets. Thus, observing that Profile 3 (*Globally uncommitted to the work life with a professional orientation*) fared as well as Profile 4 (*Globally uncommitted to the work life with a career planning and customer orientation*) in terms of turnover intentions, life satisfaction and OCB directed at the organization, and as well as Profiles 4 and 5 (*Globally committed to the work life with an upward drive*) in terms of OCB directed at the coworkers, suggests complementarity. Indeed, despite displaying similarly low global levels of WAC, and generally weaker specific commitments, the strong level of WAC directed to the profession observed in Profile 3 seemed sufficient to prevent more undesirable effects. The nature of the profession as a target of WAC could explain its preventive role. As noted by Houle et al. (2020), whereas work contexts may favor or impede the emergence of WAC directed at specific targets, the profession remains somewhat independent from these contextual influences and may drive employees' commitment across a range of contexts. For example, early career teachers may need to spend time as substitute in various institutions, and come to despise their unstable work life, while remaining emotionally attached to teaching and hoping for a better position.

Some other associations were more consistent with synergy. Focusing first on the globally uncommitted profiles, Profile 4 (*Globally uncommitted to the work life with a career planning and customer orientation*) performed as well as Profile 2 (*Globally committed to the work life with a social orientation*), and better than Profile 3 (*Globally uncommitted to the work life with a professional orientation*), in terms of in-role performance and task-directed OCBs, suggesting that a commitment system dominated by career planning and the customers may support in-role performance, even when global levels of commitment are weak. Profile 4 is also the least likely to experience a conflict between specific WAC targets (i.e., all displaying a similarly average level). These observations suggest that balance in employees' WAC to different targets, be it low or high, may carry benefits. To make sense of this, let us first recall that employees who reported greater role socialization were more likely to belong to Profile 4 relative to Profiles 2 and 3, despite the lower (relative to Profile 2) or similarly low (relative to Profile 3) global level of WAC observed in Profile 4. The nature of Profile 2 suggests an opposition between WAC directed at social (organization, supervisor, customers, and coworkers) versus personal (career planning and advancement, profession, and tasks) targets. Likewise, the nature of Profile 3 is consistent with a lack of emotional attachment to any target linked to employees' workplace, contrasting with their remaining tie to their profession. In contrast, despite a globally weak global level of WAC, Profile 3 presents a more balanced configuration of average levels of WAC directed at all other targets, which could be related to their higher levels of role socialization. In line with social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005), this pattern of results suggests that whether these employees currently lack a global emotional attachment to their work life they retain ties to specific aspects of their work role, hoping for upcoming opportunities to be noticed, recruited, or

selected for a different role. In this sense, a balanced commitment within a globally uncommitted system may represent a need to keep all aspects of one's work-life stable to maximize one's chance of experiencing an improvement.

Looking at the globally committed profiles (1, 2, and 5), Profile 5 (*Globally committed to the work life with an upward drive*) fared better than Profile 1 (*Globally committed to the work life with a professional career orientation*) in terms of life satisfaction, despite their similarly high global levels of WAC. This difference suggests that commitment to career planning may result in greater benefits when it is accompanied by matching levels of WAC directed at the supervisor (synergy) than by matching levels of WAC directed at career advancement (competition), consistent with the idea that one's supervisor might be supportive of one's career plan. However, replication is necessary to better understand the mechanisms underlying this difference, especially considering the small size of Profile 5. Moreover, employees' levels of OCBs directed at the organization were highest in Profiles 1 and 5, even though Profile 2 (*Globally committed to the work life with a social orientation*) displayed the strongest WAC to the organization. This result reinforces our previous conclusion regarding the negligible role of the organization (i.e., one of many) relative to global levels of WAC and to the complete commitment system, suggesting that other commitments could reduce the benefits of WAC to the organization (competition). Profile 2 performed as poorly as Profile 4 in terms of in-role performance and OCBs directed at the tasks, and as poorly as Profiles 3 and 4 in terms of OCBs directed at coworkers. These results are consistent with the previously reported performance deficit associated with a commitment profile dominated by a strong social orientation (Morin et al., 2011a).

Lastly, our failure to find evidence for the matching target hypothesis (Hypothesis 7), which has been supported in previous research (e.g., Becker & Billings, 1993; Morin et al., 2011a), suggests that newcomers may primarily perform to benefit their development and progression (consistent with the role of career planning found in profile definition in this study) rather than to help the target of their commitment, and that this association might come to change as a function of tenure. However, as it was impossible to verify this interpretation, it would be important for future studies to monitor the role played by career commitments more closely, whether this target should be favored to improve work-related outcomes among newcomers, and how career stage influence these associations.

However, beyond these various considerations, our results more globally suggest that organizations should focus on the development of employees' WAC toward as many work life targets as possible, even if it comes at the expense of achieving higher levels of WAC to some traditionally valued targets (e.g., WAC to the organization to support OCBs directed at the organization; Lavelle et al., 2007, 2009; Morin et al., 2011a, 2011b). Indeed, our results, in connection with Perreira et al. (2018) hierarchical model of commitment, suggest that nurturing WAC directed to many targets should in turn maximize employees' global levels of commitment to their work life, which in turn proved to be the most critical component in the definition of our profiles.

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

This study presents limitations. First, as the first study to investigate WAC profiles while relying on a proper disaggregation of global from specific levels of WAC, and the first to investigate WAC profiles among newcomers, our conclusions are conditioned on their replication among additional, and more diversified, samples. Second, due to the cross-sectional nature of the study, it is impossible to establish the directionality of the associations between our profiles and our predictors and outcomes. Longitudinal studies are warranted to document the directionality of these associations, as well as the proposed causal mechanisms underpinning them. In addition, longitudinal research would also make it possible to assess the within-sample and within-person stability of profile membership over time (Morin et al., 2020). Third, the current study is also limited by its sole reliance on self-report measures, which are prone to a variety of biases (e.g., social desirability). As a result, it seems important for researchers to consider the inclusion of multi-informant (e.g., ratings from supervisors or colleagues) and objective (e.g., actual turnover data) measures into their upcoming research. This suggestion is further reinforced by the fact that the factor structure (see online supplements) of some of our measures (workgroup and organizational socialization, and OCB directed at coworkers) appeared suboptimal (i.e., large cross-loadings). Fourth, we expanded upon Morin et al. (2009; also see Perreira et al., 2018) representation of career commitment to differentiate between career planning and career progression based on Morin et al. (2011a) recommendation. In doing so, we maintained a focus on affective commitment. What remains to be investigated is whether career commitment can truly be purely affective in nature, rather

than solely calculative (e.g., Randall & O'Driscoll, 1996), whether it would be possible to empirically differentiate these two forms of career commitment, and how they may influence commitment profiles. Fifth, future studies also would do well in considering a wider range of predictors (e.g., job demands and resources, workplace motivation) to document the key drivers of WAC profiles more thoroughly, while also exploring different work-related outcomes (e.g., absenteeism) among newcomers and more experienced employees.

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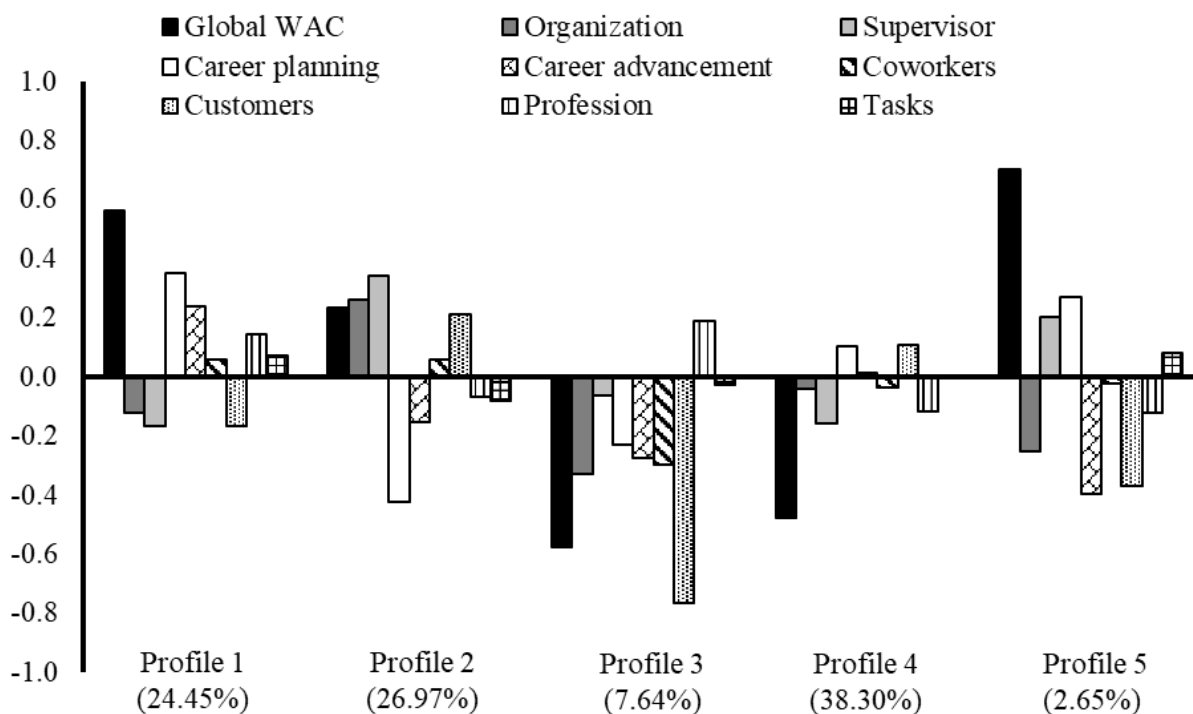
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**Figure 1**

*Final 5-Profile Solution*

*Note.* Profile indicators were standardized factor scores ( $M = 0$ ,  $SD = 1$ ) derived from preliminary measurement models; WAC: global workplace affective commitment; Profile 1: Globally committed to the work life with a professional career orientation; Profile 2: Globally committed to the work life with a social orientation; Profile 3: Globally uncommitted to the work life with a professional orientation; Profile 4: Globally uncommitted to the work life with a career planning and customer orientation; Profile 5: Globally committed to the work life with an upward drive.

**Table 1***Model Fit Results from the Latent Profile Analyses*

Model	LL	#fp	Scaling	AIC	CAIC	BIC	ABIC	Entropy	aLMR	BLRT
1 profile	-5009.921	18	1.093	10055.842	10147.526	10129.526	10072.402			
2 profiles	-4931.021	37	1.039	9936.042	10124.504	10087.504	9970.083	.538	< .001	< .001
3 profiles	-4888.763	56	.866	9889.526	10174.766	10118.766	9941.047	.709	.313	<.001
4 profiles	-4852.542	75	1.044	9855.084	10237.102	10162.102	9924.086	.640	.655	1.000
5 profiles	-4825.414	94	1.195	9838.827	10317.623	10223.623	9925.309	.670	.605	1.000
6 profiles	-4801.146	113	1.187	9828.291	10403.865	10290.865	9932.254	.683	.594	1.000
7 profiles	-4781.502	132	1.047	9827.003	10499.354	10367.354	9948.446	.725	.760	.177
8 profiles	-4765.813	151	1.093	9833.626	10602.755	10451.755	9972.549	.725	.240	.182

*Note.* LL: loglikelihood; fp: number of free parameters; AIC: Akaike information criterion; CAIC: constant AIC; BIC: Bayesian information criterion; ABIC: sample-size adjusted BIC; aLMR: p-value associated with the adjusted Lo-Mendell-Rubin likelihood ratio test; BLRT: Bootstrap likelihood ratio test.

**Table 2***Results from the Multinomial Logistic Regressions Evaluating the Relations between Predictors and Profile Membership*

Outcomes	Profile 1 vs. Profile 2		Profile 1 vs. Profile 3		Profile 1 vs. Profile 4		Profile 1 vs. Profile 5		Profile 2 vs. Profile 3	
	Coeff. (SE)	OR	Coeff. (SE)	OR	Coeff. (SE)	OR	Coeff. (SE)	OR	Coeff. (SE)	OR
Workgroup socialization	1.344 (.481)**	3.834	2.091 (.648)**	8.093	2.715 (.731)**	15.105	-.163 (.432)	.850	.747 (.428)	2.111
Organizational socialization	-.493 (.319)	.611	1.846 (.553)**	6.334	2.160 (.702)**	8.671	-.063 (.479)	.939	2.339 (.487)**	10.371
Role socialization	.573 (.236)*	1.774	.437 (.327)	1.548	-.312 (.356)	.732	.741 (.342)*	2.098	-.136 (.322)	.873
	Profile 2 vs. Profile 4		Profile 2 vs. Profile 5		Profile 3 vs. Profile 4		Profile 3 vs. Profile 5		Profile 4 vs. Profile 5	
	Coeff. (SE)	OR	Coeff. (SE)	OR	Coeff. (SE)	OR	Coeff. (SE)	OR	Coeff. (SE)	OR
Workgroup socialization	1.371 (.514)**	3.939	-1.507 (.395)**	.222	.624 (.286)*	1.866	-2.254 (.548)**	.105	-2.878 (.629)**	.056
Organizational socialization	2.653 (.653)**	14.197	.430 (.453)	1.537	.314 (.340)	1.369	-1.909 (.611)**	.148	-2.223 (.743)**	.108
Role socialization	-.884 (.362)*	.413	.169 (.363)	1.184	-.748 (.230)**	.473	.304 (.420)	1.355	1.053 (.445)*	2.866

*Note.* \*  $p < .05$ ; \*\*  $p < .01$ ; Predictors are standardized factor scores ( $M = 0$ ,  $SD = 1$ ); Profile 1: Globally committed to the work life with a professional career orientation; Profile 2: Globally committed to the work life with a social orientation; Profile 3: Globally uncommitted to the work life with a professional orientation; Profile 4: Globally uncommitted to the work life with a career planning and customer orientation; Profile 5: Globally committed to the work life with an upward drive; OR: odds ratio. The coefficients and OR reflects the effects of the predictors on the likelihood of membership into the first listed profile relative to the second listed profile; SE: standard error of the coefficient.

**Table 3***Outcome Means and Pairwise Comparisons between the Five Profiles*

Outcome	Profile 1 Mean [95% CI]	Profile 2 Mean [95% CI]	Profile 3 Mean [95% CI]	Profile 4 Mean [95% CI]	Profile 5 Mean [95% CI]	Differences between profiles ( $p \leq .05$ )
In-role Performance	.434 [.189, .679]	.014 [-.182, .210]	-.865 [-1.143, -.587]	-.165 [-.363, .033]	.120 [-.225, .465]	3 < 2 = 4 = 5; 3 < 2 = 4 < 1; 1 = 5
OCB: Task	.573 [.308, .838]	-.044 [-.254, .166]	-.839 [-1.108, -.570]	-.223 [-.421, -.025]	.265 [-.082, .612]	3 < 2 = 4 < 1; 3 < 4 < 1 = 5; 2 = 5
OCB: Coworkers	.450 [.211, .689]	-.169 [-.400, .062]	-.313 [-.587, -.039]	-.133 [-.335, .069]	.220 [-.058, .498]	2 = 3 = 4 < 1 = 5
OCB: Organization	.692 [.443, .941]	-.024 [-.247, .199]	-.571 [-.806, -.336]	-.374 [-.556, -.192]	.703 [.458, .948]	3 = 4 < 2 < 1 = 5
Life satisfaction	.520 [.312, .728]	.096 [-.124, .316]	-.340 [-.659, -.021]	-.407 [-.607, -.207]	.939 [.735, 1.143]	3 = 4 < 2 < 1 < 5
Turnover intentions	-.459 [-.680, -.238]	-.411 [-.597, -.225]	.628 [.461, .795]	.558 [.374, .742]	-.559 [-.851, -.267]	1 = 2 = 5 < 3 = 4

*Note.* SE: Standard error; OCB: Organizational citizenship behaviors; Profile 1: Globally committed to the work life with a professional career orientation; Profile 2: Globally committed to the work life with a social orientation; Profile 3: Globally uncommitted to the work life with a professional orientation; Profile 4: Globally uncommitted to the work life with a career planning and customer orientation; Profile 5: Globally committed to the work life with an upward drive.

*Online Supplements for:*  
**Newcomers' Profiles of Workplace Affective Commitment**

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### Preliminary Measurement Models

Two preliminary measurement models were estimated to verify the psychometric properties of our measures and to obtain factor scores for use in our main analyses. When compared to manifest scale scores (i.e., the sum or the average of scores obtained on the items associated with a specific measure), factor scores provide a way to preserve the nature of the underlying measurement model (e.g., bifactor) and to maintain a partial level of control for unreliability (e.g., Morin et al., 2016c, 2016d, 2017; Skrandal & Laake, 2001).

Following Perreira et al.'s (2018; also see Meyer et al., 2021) recommendation on how best to represent the hierarchical model of commitment and the factor structure of responses obtained on their measure of commitment, workplace affective commitment (WAC) was represented via a bifactor exploratory structural equation model (bifactor-ESEM; Morin et al., 2016a, 2016b). In a bifactor-ESEM model, the bifactor component makes it possible to estimate a global (G-) factor reflecting employees' global levels of affective commitment toward their work life (defined by all questionnaire items), together with a series of non-redundant (i.e., orthogonal, uncorrelated) specific (S-) factors reflecting their levels of commitment directed to each target (i.e., organization, supervisor, career planning, career advancement, coworkers, customers, profession, and tasks) left unexplained by the G-factor (Morin et al., 2020; Reise, 2012). In contrast, the ESEM component makes it possible to freely estimate all cross-loadings between the S-factors, which has been previously shown to result in a more accurate definition of factors using all information available at the item level (Asparouhov et al., 2015; Mai et al., 2018; Morin et al., 2020). In this bifactor-ESEM solution, all items were associated with the WAC G-factor as well as with their a priori S-factors, and cross-loadings were freely estimated between all S-factors and were targeted to be close to zero via the application of a confirmatory orthogonal target rotation procedure. In this bifactor-ESEM model, one a priori correlated uniqueness (CU) was added between two items to control for the methodological artefact associated with their negative wording (Marsh et al., 2010; Perreira et al., 2018). When interpreting bifactor-ESEM results, it is important to keep in mind that, because bifactor models rely on six factors to explain the item-level covariance for each specific item, factor loadings on G- and S-factors are typically lower than that of their first-order counterparts (e.g., Morin et al., 2016, 2020; Perreira et al., 2018). For this reason, it has been previously indicated that omega values approaching .500 remain acceptable for bifactor S-factors, whereas traditional interpretation guidelines for reliability estimates continue to apply for CFA factors and G-factors (Morin et al., 2020; Perreira et al., 2018).

The multidimensional measures of predictors (i.e., socialization) and outcomes (in role performance, organizational citizenship behaviors, life satisfaction, and turnover intentions) were represented within a single measurement model. For the socialization and organizational citizenship behaviors measures, we relied on two different set of ESEM factors, which incorporated cross-loadings among the various factors estimated within each questionnaire to avoid converging on inflated estimates of factor correlations (Asparouhov et al., 2015; Mai et al., 2018). These cross-loadings were targeted to be as close to zero as possible and no cross-loadings were allowed across factors estimated from different questionnaires (Morin et al., 2020). For socialization, a priori CUs were included to account for the negative wording of six items (Marsh et al., 2010). In-role performance, life satisfaction and turnover intentions were represented using a confirmatory factor analysis (CFA) where items loaded on their a priori factors, with no cross-loading or CU.

These analyses were realized in Mplus 8.4 (Muthén & Muthén, 2017), using the weighted least squares mean- and variance-adjusted (WLSMV) estimator, which has been found to outperform maximum-likelihood estimation for ordered-categorical items, particularly when the response categories follow asymmetric thresholds (for a review, see Finney & DiStefano, 2013). The measurement models were evaluated using typical goodness-of-fit indices (Hu & Bentler, 1999; Marsh et al., 2004, 2005): the chi-square test ( $\chi^2$ ), the comparative fit index (CFI), the Tucker-Lewis Index (TLI), and the root mean square error of approximation (RMSEA). CFI and TLI values are considered to be good or excellent when they are above .90 and .95, respectively. RMSEA values are considered to be acceptable, good, or excellent below .10, .08 and .06, respectively. As the chi-square test is known to be oversensitive to minor model misspecifications and sample size (Marsh et al., 2005), it is simply reported for the sake of transparency, but not used in model evaluation. We also calculated model-based omega ( $\omega$ ) coefficients of composite reliability (McDonald, 1970) for each factor using the standardized estimates from these measurement models (Morin et al., 2020).



## Results

The goodness-of-fit of the a priori bifactor-ESEM model of the WAC questionnaire was adequate ( $\chi^2 = 482.895$ ,  $df = 95$ ,  $p < .001$ ; CFI = .978, TLI = .937, RMSEA = .096 [90% CI .088, .105]). Parameter estimates from this model (reported in Table S1) revealed a reliable and well-defined work life commitment G-factor ( $\lambda = -.677$  to  $.876$ ,  $M = .634$ ,  $\omega = .980$ ). In addition, all other WAC S-factors retained moderate-to-high levels of specificity once the G-factor was extracted: organization ( $\lambda = -.442$  to  $.366$ ,  $M = .336$ ,  $\omega = .618$ ), supervisor ( $\lambda = .557$  to  $.647$ ,  $M = .600$ ,  $\omega = .913$ ), career planning ( $\lambda = .601$  to  $.735$ ,  $M = .646$ ,  $\omega = .862$ ), career advancement ( $\lambda = .556$  to  $.835$ ,  $M = .741$ ,  $\omega = .894$ ), coworkers ( $\lambda = .387$  to  $.604$ ,  $M = .496$ ,  $\omega = .799$ ), customers ( $\lambda = .564$  to  $.672$ ,  $M = .608$ ,  $\omega = .809$ ), profession ( $\lambda = .278$  to  $.718$ ,  $M = .477$ ,  $\omega = .787$ ), and tasks ( $\lambda = -.252$  to  $.519$ ,  $M = .340$ ,  $\omega = .560$ ). These results support the adequacy of this bifactor-ESEM solution and are aligned with those reported by Perreira et al. (2018).

The goodness-of-fit associated with the predictors and outcomes measurement model also showed adequate fit to the data ( $\chi^2 = 2574.849$ ,  $df = 793$ ,  $p < .001$ ; CFI = .928, TLI = .914, RMSEA = .071 [90% CI .068, .074]). Parameter estimates from this measurement model (reported in Table S2) revealed reasonably well-defined and reliable factors for workgroup socialization ( $\lambda = -.140$  to  $.706$ ,  $M = .362$ ,  $\omega = .600$ ), organizational socialization ( $\lambda = -.620$  to  $.580$ ,  $M = .446$ ,  $\omega = .779$ ), role socialization ( $\lambda = -.731$  to  $.994$ ,  $M = .752$ ,  $\omega = .874$ ), in-role performance ( $\lambda = .841$  to  $.891$ ,  $M = .866$ ,  $\omega = .923$ ), organizational citizenship behaviors (OCB) directed at the tasks ( $\lambda = .504$  to  $.784$ ,  $M = .625$ ,  $\omega = .765$ ), OCB directed at the coworkers ( $\lambda = -.038$  to  $.638$ ,  $M = .343$ ,  $\omega = .673$ ), OCB directed at the organization ( $\lambda = .300$  to  $.959$ ,  $M = .510$ ,  $\omega = .804$ ), life satisfaction ( $\lambda = .678$  to  $.925$ ,  $M = .836$ ,  $\omega = .922$ ), and turnover intentions ( $\lambda = .679$  to  $.926$ ,  $M = .772$ ,  $\omega = .820$ ). Factor scores were saved from these models for the main analyses. Factor score correlations are reported in Table S3.

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**Table S1***Standardized Parameter Estimates from the Bifactor-ESEM Solution for Workplace Affective Commitment*

	G-factor ( $\lambda$ )	Org. ( $\lambda$ )	Sup. ( $\lambda$ )	Car.P. ( $\lambda$ )	Car.A. ( $\lambda$ )	Coworkers ( $\lambda$ )	Cust. ( $\lambda$ )	Prof. ( $\lambda$ )	Tasks ( $\lambda$ )	$\delta$
Organizational commitment										
Item 1	<b>.828**</b>	<b>.366**</b>	.120**	-.089**	.002	.041	.013	.005	-.090**	.149
Item 2	<b>.876**</b>	<b>.199**</b>	-.028	-.022	.113**	.006	.026	-.152**	-.079**	.149
Item 3 ®	<b>-.677**</b>	<b>-.442**</b>	-.022	.021	.062*	-.060*	.024	-.060*	-.069*	.329
$\omega$		.618								
Supervisor commitment										
Item 1	<b>.724**</b>	-.005	<b>.596**</b>	.003	.066**	.020	-.042	.015	-.079**	.108
Item 2	<b>.732**</b>	-.102**	<b>.557**</b>	-.003	-.083**	.010	-.037	-.197**	.037	.095
Item 3	<b>.631**</b>	.166**	<b>.647**</b>	-.001	-.005	.197**	-.067**	.076**	.050*	.104
$\omega$			.913							
Career planning										
Item 1	<b>.545**</b>	-.056*	-.170**	<b>.603**</b>	.089**	-.096**	.020	.205**	-.025	.248
Item 2	<b>.584**</b>	-.116**	-.068**	<b>.601**</b>	.303**	-.094**	-.126**	-.029	-.122**	.147
Item 3	<b>.219**</b>	.078*	.195**	<b>.735**</b>	.318**	.063*	.226**	-.054	.031	.208
$\omega$				.862						
Career advancement										
Item 1	<b>.321**</b>	.016	.023	.181**	<b>.835**</b>	-.061**	.056*	-.046*	-.013	.156
Item 2	<b>.539**</b>	-.044	-.098**	.276**	<b>.556**</b>	-.201**	-.041	.033	.034	.269
Item 3	<b>.315**</b>	.009	.030	.199**	<b>.832**</b>	.025	-.026	-.086**	-.040	.158
$\omega$					.894					
Coworkers commitment										
Item 1	<b>.742**</b>	.155**	.081**	.046*	-.119**	<b>.496**</b>	.025	.020	.034	.154
Item 2	<b>.754**</b>	-.016	.083**	-.142**	-.115**	<b>.387**</b>	.034	-.057*	.059*	.234
Item 3	<b>.662**</b>	-.047*	.120**	-.059*	-.062*	<b>.604**</b>	-.011	-.041	-.046*	.169
$\omega$						.799				
Customers commitment										
Item 1	<b>.548**</b>	.087**	.028	.127**	.010	.059*	<b>.672**</b>	-.065*	.074**	.210
Item 2	<b>.572**</b>	.051	-.076**	.033	-.072*	.055*	<b>.564**</b>	-.012	.053*	.334
Item 3	<b>.590**</b>	-.150**	-.110**	-.003	.062*	-.089**	<b>.587**</b>	.091**	-.111**	.240
$\omega$							.809			
Profession commitment										
Item 1	<b>.795**</b>	.017	-.167**	-.075**	.064*	-.059*	.091**	<b>.278**</b>	.091**	.233
Item 2	<b>.637**</b>	.012	-.035	.093**	-.117**	.016	-.018	<b>.718**</b>	.086**	.047
Item 3	<b>.723**</b>	-.035	.046*	.046	-.057*	-.074**	-.023	<b>.435**</b>	.001	.273
$\omega$								.787		
Tasks commitment										
Item 1	<b>.808**</b>	-.098**	-.050**	-.050*	.017	-.032	.020	.124**	<b>.519**</b>	.046
Item 2	<b>.820**</b>	.068*	.067**	-.156**	.039	.104**	.010	.025	<b>.249**</b>	.219
Item 3®	<b>-.585**</b>	-.064	-.059	.004	.176**	-.011	-.004	-.065	<b>-.252**</b>	.551
$\omega$		.980							.560	

Note. \* $p < .05$ ; \*\* $p < .01$ ; ®: negatively worded item; ESEM: Exploratory structural equation modeling;  $\lambda$ : Factor loading;  $\delta$ : Item uniqueness;  $\omega$ : model-based omega composite reliability based on McDonald (1970); Target factor loadings are in bold.

**Table S2**  
*Standardized Parameter Estimates from the Measurement Model Underpinning the Correlates*

	WS ( $\lambda$ )	OS ( $\lambda$ )	RS ( $\lambda$ )	IRP ( $\lambda$ )	OCBT ( $\lambda$ )	OCBC( $\lambda$ )	OCBO ( $\lambda$ )	LSAT ( $\lambda$ )	TI ( $\lambda$ )	$\delta$
WS										
Item 1®	<b>-.140**</b>	-.506**	.066							.666
Item 2®	<b>-.139**</b>	-.511**	.069							.661
Item 3	<b>.588**</b>	.235**	-.036							.466
Item 4®	<b>-.161**</b>	-.561**	.130**							.595
Item 5	<b>.706**</b>	.106**	.070*							.359
Item 6	<b>.439**</b>	.432**	.025							.396
$\omega$	.600									
OS										
Item 1	.603**	<b>.187**</b>	.269**							.250
Item 2	.437**	<b>.446**</b>	.065							.355
Item 3	.362**	<b>.458**</b>	.153**							.374
Item 4®	-.073	<b>-.620**</b>	.025							.568
Item 5	.084	<b>.462**</b>	.347**							.514
Item 6	.419**	<b>.366**</b>	.213**							.366
Item 7	.269**	<b>.580**</b>	.131							.337
$\omega$	.779									
RS										
Item 1®	.159**	.007	<b>-.731**</b>							.534
Item 2	.069	-.138**	<b>.658**</b>							.545
Item 3	.078*	-.151**	<b>.994**</b>							.009
Item 4®	.134**	-.015	<b>-.675**</b>							.595
Item 5	-.159**	.377**	<b>.703**</b>							.362
$\omega$	.874									
IRP										
Item 1				<b>.841**</b>						.293
Item 2				<b>.863**</b>						.255
Item 3				<b>.867**</b>						.248
Item 4				<b>.891**</b>						.206
$\omega$	.923									
OCBT										
Item 1					<b>.588**</b>	.334**	-.014			.319
Item 2					<b>.784**</b>	.004	.026			.352
Item 3					<b>.504**</b>	.194**	.157*			.409
$\omega$	.765									
OCBC										
Item 1					.531**	<b>.038</b>	.215*			.540
Item 2					.239**	<b>.422**</b>	.235**			.373
Item 3					.342**	<b>.025</b>	.544**			.345
Item 4					.093	<b>.638**</b>	.051			.459
Item 5					.142**	<b>.360**</b>	.485**			.221
Item 6					.155**	<b>.576**</b>	.317**			.120
$\omega$	.673									
OCBO										
Item 1					.349**	.116*	<b>.422**</b>			.357
Item 2					-.192**	-.070	<b>.959**</b>			.378
Item 3					-.097**	.511**	<b>.484**</b>			.295
Item 4					.215**	.263**	<b>.386**</b>			.409
Item 5					.248**	.494**	<b>.300**</b>			.150
$\omega$	.804									
LSAT										
Item 1								<b>.854**</b>		.270
Item 2								<b>.899**</b>		.193
Item 3								<b>.925**</b>		.145
Item 4								<b>.822**</b>		.325
$\omega$	.922									
TI										
Item 1									<b>.710**</b>	.497
Item 2									<b>.926**</b>	.142
Item 3									<b>.679**</b>	.538
$\omega$	.820									

Note. \* $p < .05$ ; \*\* $p < .01$ ; ®: negatively worded item;  $\lambda$ : Factor loading;  $\delta$ : Item uniqueness;  $\omega$ : model-based omega composite reliability based on McDonald (1970); WS: workgroup socialization; OS: organizational socialization; RS: role socialization; IRP: in-role performance; OCBT: organizational citizenship behaviors (OCB) directed at the tasks; OCBC: OCB directed at the coworkers; OCBO: OCB directed at the organization; LSAT: life satisfaction; TI: turnover intentions; Target factor loadings are in bold.

**Table S3***Correlations Between the Variables Used in This Study*

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. Com.	—																
2. Org.	0	—															
3. Sup.	0	0	—														
4. Car.P.	0	0	0	—													
5. Car.A.	0	0	0	0	—												
6. Cowork.	0	0	0	0	0	—											
7. Cust.	0	0	0	0	0	0	—										
8. Prof.	0	0	0	0	0	0	0	—									
9. Task	0	0	0	0	0	0	0	0	—								
10. WS	.670**	.050	.138**	.079	.117*	.119*	.029	.101*	.054	—							
11. OS	.737**	.153**	.054	-.079	-.025	.178**	.021	.011	-.020	.709**	—						
12. RS	.310**	-.025	-.028	.184**	.022	-.020	.118*	.079	.124**	.434**	.341**	—					
13. IRP	.359**	.034	.013	.093*	.044	.093	.264**	.067	.040	.416**	.459**	.472**	—				
14. OCBT	.383**	.007	.003	.128**	.125**	.088	.229**	.069	.025	.475**	.386**	.455**	.923**	—			
15. OCBC	.186**	-.049	-.041	.098*	.229**	-.003	.097*	.023	.009	.317**	.014	.203**	.358**	.681**	—		
16. OCBO	.449**	-.019	.019	.194**	.149**	.119*	.047	.088	-.033	.515**	.322**	.330**	.553**	.797**	.800**	—	
17. LSAT	.522**	.028	-.040	.136**	-.105*	.026	-.093	.069	.018	.423**	.432**	.202**	.169**	.178**	.030	.383**	—
18. TI	-.638**	-.241**	-.066	.030	.112*	-.114	.057	-.108*	-.078	-.376**	-.604**	-.223**	-.305**	-.246**	.018	-.208**	-.387**

*Note.* \* $p < .05$ , \*\* $p < .01$ ; Com: global work life commitment; Org: organizational commitment; Sup: supervisor commitment; Car.P: career planning; Car.A: career advancement; Cowork: coworker commitment; Cust: customer commitment; Prof: profession commitment; Task: task commitment; WS: workgroup socialization; OS: organizational socialization; RS: role socialization; IRP: in-role performance; OCBT: organizational citizenship behaviors (OCB) directed at the tasks; OCBC: OCB directed at the coworkers; OCBO: OCB directed at the organization; LSAT: life satisfaction; TI: turnover intentions.

**Table S4***Exact Within-Profile Means, Variances and 95% Confidence Intervals [95% CI] from the Five-Profile Solution*

	Profile 1 Mean [95% CI]	Profile 2 Mean [95% CI]	Profile 3 Mean [95% CI]	Profile 4 Mean [95% CI]	Profile 5 Mean [95% CI]
Global work life commitment	.562 [-.990, 2.114]	.233 [-.123, .589]	-.575 [-.989, -.162]	-.477 [-.744, -.210]	.701 [.639, .763]
Organizational commitment	-.120 [-.420, .1820]	.262 [.111, .413]	-.327 [-.686, .031]	-.040 [-.219, .139]	-.252 [-.587, .083]
Supervisor commitment	-.168 [-.450, .113]	.344 [-.230, .918]	-.065 [-.272, .141]	-.157 [-.356, .043]	.204 [.091, .318]
Career planning commitment	.352 [-.278, .981]	-.423 [-.676, -.169]	-.229 [-.642, .185]	.103 [-.134, .339]	.271 [.156, .386]
Career advancement commitment	.239 [-.294, .772]	-.155 [-.412, .101]	-.273 [-.475, -.072]	.012 [-.205, .229]	-.398 [-.820, .024]
Coworkers commitment	.057 [-.355, .468]	.058 [-.190, .305]	-.295 [-.671, .080]	-.034 [-.227, .159]	-.022 [-.112, .068]
Customers commitment	-.166 [-.427, .096]	.210 [-.021, .441]	-.766 [-1.160, -.371]	.109 [-.137, .356]	-.370 [-.509, -.231]
Profession commitment	.143 [-.289, .574]	-.069 [-.337, .198]	.191 [-.248, .631]	-.116 [-.325, .092]	-.122 [-.193, -.052]
Tasks commitment	.070 [-.095, .235]	-.079 [-.376, .217]	-.025 [-.419, .369]	.005 [-.203, .213]	.079 [-.139, .297]
	Variance [95% CI]	Variance [95% CI]	Variance [95% CI]	Variance [95% CI]	Variance [95% CI]
Global work life commitment	.890 [-.485, 2.264]	.470 [.169, .770]	.130 [-.204, .464]	.886 [.645, 1.127]	.008 [.000, .017]
Organizational commitment	.463 [.226, .700]	.249 [.140, .358]	.159 [.053, .266]	.920 [.660, 1.180]	.278 [.062, .494]
Supervisor commitment	.375 [.111, .639]	.437 [-.022, .895]	.072 [-.079, .222]	1.300 [.833, 1.768]	.033 [.004, .062]
Career planning commitment	.304 [-.002, .610]	.948 [.447, 1.448]	.179 [-.020, .378]	.852 [.572, 1.133]	.035 [.012, .058]
Career advancement commitment	.324 [.054, .595]	.906 [.534, 1.277]	.160 [.039, .282]	1.053 [.736, 1.369]	.496 [.100, .893]
Coworkers commitment	.459 [.092, .826]	.417 [.036, .797]	.404 [.093, .715]	1.103 [.811, 1.394]	.020 [.005, .034]
Customers commitment	.488 [.269, .708]	.347 [.153, .541]	.112 [-.051, .274]	1.103 [.791, 1.415]	.049 [.015, .083]
Profession commitment	.384 [.196, .571]	.766 [.436, 1.095]	.413 [.063, .762]	.990 [.728, 1.253]	.009 [.002, .017]
Tasks commitment	.269 [.138, .400]	.675 [.299, 1.051]	.130 [-.229, .489]	.938 [.601, 1.275]	.121 [.003, .240]

*Note.* Factors were estimated from factor scores with a mean of 0 and a standard deviation of 1; Profile 1: Globally committed to the work-life, with a professional career orientation; Profile 2: Globally committed to the work-life, with a social orientation; Profile 3: Globally uncommitted to the work-life with a professional orientation; Profile 4: Globally uncommitted to the work-life with a career planning and customer orientation; Profile 5: Globally committed to the work-life, with an upward drive.