

Ensuring Better Affective Commitment and Organizational Citizenship Behavior through Talent Management and Psychological Contract Fulfillment: An Empirical Study of Indonesia Pharmaceutical Sector

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ABSTRACT

The process of talent management is highly significant and effective in a recruit, hire and trained the most talented employees within the organization. The basic purpose of the given study is to examine the role of talent management on organizational citizenship behavior and affective commitment of the organization. At the same time, the psychological contract fulfillment act as a mediating role in the relationship between talent management and OCB and talent management and affective commitment. The data has been collected from pharmaceutical front-line employees through a designed questionnaire. The total number of respondents from the data has been collected was 435. By using SPSS & AMOS the two significant data analysis technique has been used such as SEM & CFA. Furthermore, the results have concluded that all hypotheses have accepted which means that talent management has a significant impact on OCB & affective commitment of the pharmaceutical companies. It has also analyzed

that contract fulfillment has a positive mediating role in the relationship between OCB and talent management. The study has also illustrated the practical implication for the employees and managers to enhance the role of talent management. The study is original and novel because previously no study has explained the role of talent management on affective commitment and OCB.

Keywords: Organizational citizenship behavior, Contract fulfillment, Affective commitment, talent management.

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INTRODUCTION

In the 21st century's dynamic and competitive business environment, hiring and retaining talented employees has become a significant managerial concern. Therefore, talent management (TM) is now considered predominant success factor for achieving complete advantage (Khoreva, Vaiman, & Van Zalk, 2017). Moreover, Organizations understand that adapting talent management practices is essential for ensuring employee positive outcomes and behavior thus they are becoming more concerned about talents. TM has gained attention from practitioners and researchers in past decade. Mensah (2019) has recognized that positive employee behavior and employee psychological contract fulfillment can be attained through TM practices. According to Gallardo-Gallardo and Thunnissen (2016) talent management inclines to satisfy the needs for human capital, and contributes in employee's psychological satisfaction, enhanced affective commitment and organizational behavior. On the other hand, the mechanism by which talent management influence employee's outcomes in practice remains under researched.

In this context, psychological contract fulfillment is highly researched in management field to understand the exchange relationship between organizations and its employees (Laulié & Tekleab, 2016). Psychological contract is an implicit and unwritten contract which viewed as employee's perception regarding the obligations and mutual interest. Whereas, PC fulfilment refers to employee's belief that organization fulfills its obligation and values it's each employee as stated by Syrek and Antoni (2017). TM practices are basically regarded as investment for building stable employee-organizational relationship. When an organization invest in employee's development, it sends a signal to employees, that organization considers them valuable and recognize their contributions. Which consequently, fulfill the psychological contract and induce a feeling of obligation in employees to pay back with positive behaviors (Demirtas & Akdogan, 2015). Following figure present the elements of talent management:

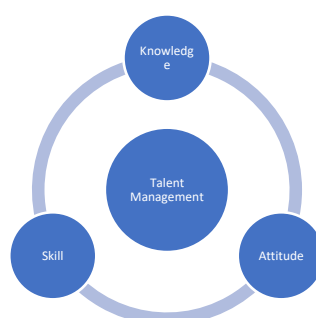


Figure 1: Talent Management

Literature of PC showed that fulfilment of obligations will be resulted in employees' affective commitment (T. A. Birtch, F. F. Chiang, & E. Van Esch, 2016). Employees who are favored by their organization are more likely to be emotionally attached to their organization. Talent management practices encourages employee to exhibit organizational citizen behavior that improve organization overall performance.

OCB is employee's voluntary behavior that is beyond its formal job requirements (Ahmad & Zafar, 2018). In the midst of changing business environment, organizations are confronting aggressive competition in developing compatible human capital. Therefore, organizations must adopt talent management practices to hire most talented employees.

Talent management software usage	
Year	Percentage of Usage
2018	54%
2019	73%

Indonesia is emerging as a growing economy, this economic development has improved pharmaceutical industry in Indonesia. Reported by Global data, pharmaceutical industry is expected to grow by 12-13 % per annum and ranked as largest pharmaceutical market in ASEAN regions. According to health ministry of Indonesia, more than 200 pharmaceutical industries are working there. Due to this aggressive industry growth, this sector is facing different problems: changing employee demands, competition for talented workforce and non-fulfillment of psychological contract which cause low commitment and negative behavior (Laras, Kresnanto, Raharti, Nurwiyanta, & Wibowo, 2019). Conversely, this problem can be solved by implementing advanced talent management practices to hire and retain most capable people. **Indonesian's pharmaceutical organizations are challenged** with escalating competition for talent and dynamic workforce, however, there is very limited research work on talent management in pharmaceutical sector. TM practices have been explored in past researches, however, role of PC **fulfilment in employee's positive outcomes remains under** researched in this sector. Further, Most of the empirical studies on psychological contract fulfilment and organizational citizenship behavior are carried out in western countries, therefore, these issues are prevalent in ASEAN regions (Darpita, 2016) . For this reason, it is needed to discover these areas otherwise it will lead organization to employee burnout and shortage of human capital which cost organization huge financial losses.

This study is put forward to explore how talent management affect **employee's outcomes such as affective commitment and** organizational citizen behavior in pharmaceutical industry of Indonesia. Additionally this paper examine the link between talent management and psychological contract fulfillment. This is also examined that how PCF and TM ensures better employees affective commitment and Organizational citizen behavior. It also inspects the mediating impact of psychological contract fulfillment on talent management and **employee's commitment and behavior**.

Previous studies (Noe, Hollenbeck, Gerhart, & Wright, 2017) have provided evidence that talent management plays a key role in fulfilling the psychological contract of employees, which has helped management to adopt effective talent management practices. This study is an attempt to fill the literature and practical gap of psychological contract fulfilment. The current study integrated advanced methodologies such as Structural equation modeling (SEM) unlike past researches. This study has following structure: 1st description of the put forward model that is substantial for the pharmaceutical industry for growth and quality performance.

Followed by the related literature and hypotheses development, 3rd section outlines the methodology while section 4 presents data analysis & results and finally 5th section contains conclusion and future directions.

Literature Review and Theoretical Background

The concept of psychological contract has its roots stemmed in the social exchange theory (Cropanzano, Anthony, Daniels, & Hall, 2017). The social exchange theory proposes that employees tend to be motivated to increase their performance or job outcomes when their relationships at the workplace stem from a positive and fair social exchange (Choi, Kim, & Yun, 2019). The psychological contract, by definition, includes the expectations of fair reciprocity in terms of intellectual and monetary rewards between the two parties, employer and employee. These relationships are sensory and intellectual and are based on the assumption that the individual will be keen to reciprocate the inherent benefits to uphold the psychological contract (Ahmad, 2018). In contrast to the economic theory of exchange, relationships built-in light of reciprocity or social exchange theory demand the involved parties maintain a certain level of trust in each other (Choi et al., 2019). Though obligations dictate an association of exchange, the concept of reciprocity is the main building block that ties the parties (employer, employee) to a certain set of obligations that cater to the psychological, operational, developmental and growth needs of both the organization and the employee (Ahmad, 2018). The idea of reciprocity was put forward by Blau (1964), he suggested that partners involved in the exchange will endeavour to ascertain the presence of a balanced and positive practice of social exchange. Employees and employers both are drawn towards deflecting negativity to maintain a positive and developmental work environment that fosters talent and dominates the feelings of commitment towards the organization. The SET, social exchange theory, clearly invigorates the concept of Blau's reciprocity, dictating that both the organization and employee try to act in a seemingly positive way towards each other (Cropanzano et al., 2017). The organization makes sure to develop policies that will cater to the psychological and monetary needs of the employees and employees, in turn, reciprocate by being loyal and committed and work towards the productivity of the organization. Talent management is being identified as a prime focal point of the organizations of the twenty-first century (Mensah, 2019). It is being viewed considerably as one of the most important success factors of an organization's managerial and operational efficiency. The SET theory provides an outlook in understanding the mechanism involved in how employees interpret the talent management practices of their organizations. It also serves as a link in

understanding the commitment and citizenship behaviors of employees (Ahmad, 2018; Mensah, 2019). This article aims to understand the relationship between the talent management practices, affective commitment, OCB and psychological contract in light of the social exchange theory.

Talent Management and Affective Commitment

Talent management or TM is defined as the set of activities concerned with drawing, selecting, developing and retaining proficient and knowledgeable employees (Rabbi, Ahad, Kousar, & Ali, 2015). Most of the focus on this topic stems due to the belief that traditional HR practices need to be updated and innovated in response to the dynamism of the global business and organizational environment (Mensah, 2019). Therefore the concept of talent management has sparked interest in the professionals and researchers alike. These esteemed and experienced professionals are also sources of inspiration for other colleagues, who can have an opportunity to learn from the precarious ways of these knowledgeable workers (McDonnell, Collings, Mellahi, & Schuler, 2017). This methodology of screening out and finding professionals who excel at what they do sounds easy in theory but can be very difficult to emulate in reality, matching the right amount of talent, correctly matching talent with job opportunities, providing an environment in which their growth doesn't become stagnant becomes somewhat of a challenge for organizations (Collings, Scullion, & Vaiman, 2015). The talent management phenomenon can be compartmentalized into three categories; attraction and selection, retention and development. The attraction and selection phase is concerned with navigating the talent pool, potential candidates with the skills and competitiveness to drive the organization towards excellence, towards possible positions that might interest them. The selection of talented employees can be achieved through internal and external hiring. The second and third phase of retaining and developing talented employees is extremely crucial (McDonnell et al., 2017). Talented individuals realize their worth, and therefore organizations work intently on developing policies that serve the interests of these people (Gallardo-Gallardo & Thunnissen, 2016). Organizations develop intrinsic reward systems that serve the psychological needs of employees like developmental programs, training, motivation sessions, praise are developed by organizations to motivate employees towards a productive attitude (Deery & Jago, 2015). Extrinsic reward systems encapsulate the monetary benefits; these are known to serve the physiological and societal needs of the individuals. These reward systems and developmental programs also affect the commitment levels of employees (Deery & Jago, 2015; Mensah, 2019). Organizational commitment has been as the recognition of organization's goals and values, the willingness of employees towards achieving goals, productive behaviors that lead towards organizational and personal accomplishments or efficiency, and an aspiration to maintain the basic membership (Mercurio, 2015). Affective commitment is a type of organizational commitment that encapsulates and demonstrates the personal feelings of belonging, attachment and loyalty towards the organization (Demirtas & Akdogan, 2015). The relationship between talent management and affective commitment is an important one and can be understood in the light of the SET. As the SET dictates, two distinct parties enter into a consensual agreement that serves and benefits the interests of both parties. In the

organizational context, the interests of the organization and talented individuals are compensated by the creation of an environment where the employees can foster and deliver exceptional performance (Mercurio, 2015).

H1: Talent management has a significant impact on an employee's affective commitment.

Talent Management and OCB

In recent times talent management has been recognized as an instrument of innovative HR practices. These activities are carried out to identify the requirements of critical positions, positions that will help the organization in attaining a sustainable competitive advantage, within the organization (De Boeck, Meyers, & Dries, 2018). Once these roles are identified, a thorough search is made both internally and externally to find incumbents suitable to take on these roles (Mensah, 2019). The focus of HR has shifted from mere hiring, training, selecting to the systematic allocation of talent on competitive positions that is suitable and potent for both individuals and organizations (Gallardo-Gallardo & Thunnissen, 2016). Following extant literature, organizations view these talented employees as critical assets of deliverance and productivity to the organization and work towards building strengthened and committed relationships with them (Ahmad, 2018). In similarity to this context is the concept of organizational citizenship behavior. The idea of organizational citizenship behavior was introduced by Organ (1988); this concept postulates that employees exhibit behavior of association towards the organization that isn't formally recognized by the reward systems. It is defined as the individualistic behavior of employees, which isn't unequivocally understood or catered into the organization's formal reward systems. However, it is instigated by feelings of association towards the organization and therefore contributes towards the effective functioning and performance of the organization (Kumari & Thapliyal, 2017). It is recognized as a type of supporting behavior that is inspired or instigated by employee's personal feelings towards the organization and therefore does not curtail any type of appraisal or punishment upon demonstration absence (Becton, Carr, Mossholder, & Walker, 2017). However, still, it factors in the development of commitment and loyalty towards organizations and is deemed crucial for overall organizational success. The social exchange theory suggests that the presence of OCB makes it helpful in retaining and developing the talented individuals, as it decreases their intention to leave the organization (Becton et al., 2017; Mensah, 2019). The social exchange theory caters the subjective, association-based interactions among individuals which result in long-lasting, affective relationships that commemorate the intangible social benefits and costs. According to this concept, these types of relationships stem roots for future obligations in response to the interest expected or received. Therefore to necessitate the feelings of belonging, commitment and loyalty in the talented individuals, organizations need to cultivate a culture that inspires OCB in employees (Kumari & Thapliyal, 2017).

H2: There is a significant relationship between talent management and OCB.

Mediating Role of Psychological Contract Fulfilment

The imminent role of psychological contracts within the organizational context has been the focus of organizational research for quite some time due to its domineering effects on the perception and performance of employees (Solinger, Hofmans, Bal, & Jansen, 2016). These contracts come into existence from the interactions among organizational agents and employees; these agents can be the management, supervisor, human resource officers or the recruitment team (Mensah, 2019). The existing literature provides evidence that employees view the organization as the sole identity in upholding this contract. The psychological agreement is comprised of factors like civil behavior, fair compensation, and developmental opportunities. The fulfillment of this contract sparks feelings of trust and commitment in the employees, and they work diligently to attain the organization's goals (T. A. Birtch, F. F. T. Chiang, & E. Van Esch, 2016; Nguyen, 2016). The talented employees become convinced through the fulfillment of this contract and their feelings of affective commitment also become reinforced. However, the breach of this contract has negative repercussions; the employees feel as if the organization has let

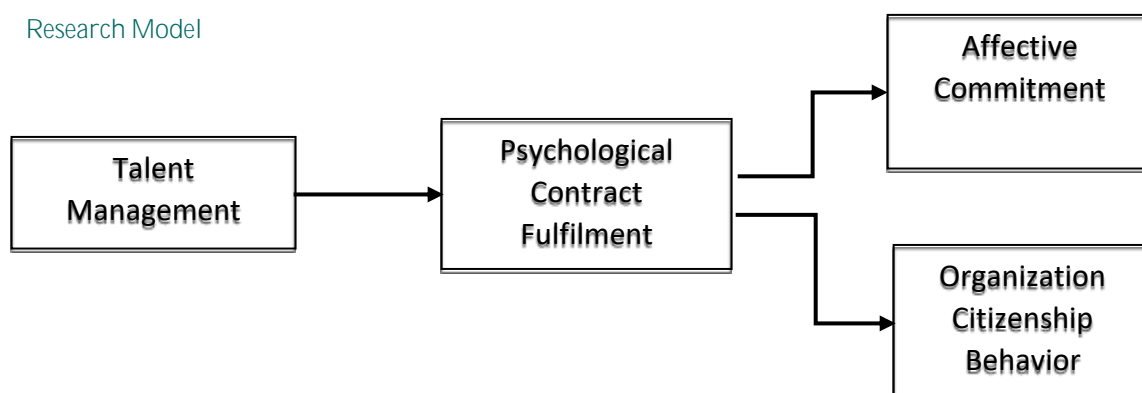
them down and they experience feelings of betrayal, resentment, frustration, disappointment (Karagonlar, Eisenberger, & Aselage, 2016). Consequently, these feelings of disassociation drive employees towards mistrust, low job commitment, less work engagement and a high intention to leave (Gupta, Agarwal, & Khatri, 2016). In the globalist and dynamic structure of the business environment, these feelings of disassociation can negatively impact the commitment levels of employees (Priesemuth & Taylor, 2016). Therefore, we propose the statement of interest

H3: Psychological contract fulfilment has a significant mediating effect on the relationship between talent management and affective commitment.

Similar results are observed in the case of organizational citizenship behavior. Upon fulfillment of the psychological contract, employee's citizen behavior becomes stronger, and they become convinced of their status and importance in the organization (Ahmad, 2018; Aranda, Hurtado, & Topa, 2018). Consequently, breach of this contract sparks feelings of mistrust and uncertainty in the employees (Nguyen, 2016). Therefore, we propose the statement of interest

H4: Psychological contract has a significant mediating effect on the relationship between talent management and OCB.

Research Model



Methodology

Research Context

The research is on Ensuring Better Affective Commitment and Organizational Citizenship Behavior through Talent Management and Psychological Contract Fulfillment: An Empirical Study of Indonesia Pharmaceutical Sector. There are 435 respondents of this research, who are the employees of pharmaceutical company of Indonesia. Within Indonesia, the pharmaceutical organizations get owned through central government but tend to have their own mandate. These companies are considered significant in making acceleration of economic development and growth. As an outcome of their importance to economy, TM systems have been integrated in order to ensure their effective operation in public interest. There is a call for talent management and for psychological contract fulfillment in pharmaceutical companies of Indonesia. Therefore this research paper involve an indication to psychological contract fulfillment and talent management for ensuring better organizational citizenship conduct and affective commitment.

Procedure and Sample Characteristics

The sample size for this research was of 435 participants. Questionnaires were provided to the employees and managers of pharmaceutical companies of Indonesia. The respondents gave back the questionnaires to HRM which were then given back to the researchers. Most of the employees that were chosen for this research had done graduation. There were also some of the participants who had master's degree. The number of employees who were undergraduate were lesser.

Measures

The measurement of constructs was done with the help of multi-item scale that was derived through past research. All of the items permitted participants to give answer on the Likert scale where 5=strongly agree and 1=strongly disagree.

Talent Management

Festing and Schäfer (2014) have argued that there is no such scale that can measure the practices of talent management. The CIPD (2006) has introduced different practices development programs, coaching and mentoring, that companies use as the basic reference for operationalizing TM in empirical researches. Sonnenberg (2011) also used these

measurements for ensuring the uniformity of TM measurement. HR managers were contacted, and it was identified that 10 items through CIPD measurement have been used.

Psychological-Contract Fulfilment

Generally, there are around three of the ways that have been measured: weighted measures, global measurement and composite measurements. The composite measurement is seen different when compared with other measurement that deal with different content items of PC. The participants have been asked that how much the company has fulfilled the obligation over every item. On the other hand, global measure does not basically deal with the particular item of content, but make direct assessment of overall behavior of participants, like how much the company has filled the obligation. The weighted measurements make use of different content-particular items of PC and interrogates participants about the assumption related to the fulfilment in the given contents. The measurement of PC fulfilment through weighted measurement cannot indicate the cognitive evaluation of an individual in an accurate way. Therefore, it results into failure in terms of accurate prediction of individual effectiveness, attitude and emotions.

Affective Commitment

The measurement of affective commitment is done through an abridged 3 item of Meyer, Allen, and Smith (1993) scale. Sample item is seen emotional linked to the OCB of the company.

OCB

OCB was used because of the reason that fulfillment of PC is seen more linked with the behavior of citizenship that employees direct toward the company than individual employees of the company.

Analysis

CFA (Confirmatory Factor Analysis) was used in order to check instrument's reliability. SEM was used in order to do the testing of the model, as SEM is identified as an effective tool that is used in order to test different models. Different indices were utilized in order to make access to the model fit as for a model it is possible to be accurate on index of one-fit but it can be inappropriate on different other ones.

Data analysis and interpretation

Demographics

The behind this study was to know the effect that is caused by talent management on affective commitment and also the impact that is caused by talent management on organizational citizenship behavior. The study took psychological control fulfillment as a mediator between these variables. The study took a total sample of 435 individuals, out of which 241 were males and 194 were females. The percentage of males was higher than the females in sample. Out of 435 individuals, 58 were under graduation, 215 were graduates, 124 had master's degree and 38 had some other degree. Out of 435 individuals, 102 were between 18 to 25 years of age, 131 were between 26 to 30 years of age, 134 were between 31 to 35 years of age and 68 were above 36 years of age.

Descriptive data

Table 1: Descriptive Data

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
TelManag	435	1.00	4.90	3.5648	1.03953	-.898	.117
PsyCon	435	1.00	5.00	3.5276	1.10382	-.724	.117
AffCom	435	1.00	5.00	3.5939	1.10904	-.842	.117
OrgCB	435	1.00	5.00	3.5960	1.02930	-.889	.117
Valid N (listwise)	435						

In the statistics present above, there is an evidence about the normality of the data, the details are given regarding all of the variables and it can be seen that the values in the table show the data about the sample of the population. No outlier can be seen in the stats provided above, the data is present within minimum and maximum values of the five-point Likert scale.

For skewness, it can be seen than the values lie within -1 to +1, the stats above are normal and good to be further tested by different techniques.

Factor Loading and Convergent Validity

Table 2: Factor Loading (FL) and Convergent Validity (cv)

	1	2	3	4	CR	AVE
TM1	.664				0.964	0.730
TM2	.770					
TM3	.801					
TM4	.825					
TM5	.815					
TM6	.818					
TM7	.807					
TM8	.821					
TM9	.850					
TM10	.817					

PC1	.773		0.931	0.770
PC2	.808			
PC3	.805			
PC4	.812			
AC1		.816	0.923	0.799
AC2		.831		
AC3		.867		
OC1	.784		0.917	0.734
OC2	.829			
OC3	.802			
OC4	.801			

The data about the FL and CV is given in the table above, the core point of this test is also to check for the validity of the data and also to check for the reliability of the data present. Moreover, by this process, it is also checked that whether or

not the data can be sent forward for more testing techniques and tools, the data is seen to be of more than 0.7 value for the factor loading, all data is in reliable limit so it is valid and reliable.

Discriminant validity

Table 3: Discriminant Validity

	PC	TM	AC	OC
PC	0.878			
TM	0.627	0.854		
AC	0.636	0.569	0.894	
OC	0.645	0.624	0.544	0.857

The purpose of DCV is to know about the values of discrimination among the variables and also to know about the convergence and average variances of the data or variables, it has been witnessed in the data that is present above that with the calculations of the discrimination present in between the

variables, the value of discrimination can be seen which represents that the loading of each variable is maximum on its own, the data also justifies the presence of more than 70% of convergence and more than 50% of the average variances. Data is reliable to a certain extent.

Confirmatory Factors Analysis and KMO

Table 4: Confirmatory Factors Analysis and KMO

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA	KMO
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08	0.6 – 1.0
Observed Value	2.913	0.894	0.961	0.961	0.066	0.953

As per required for the validity, it can be seen from the above table, that the present data is fulfilling the requirements for being reliable and worthy of moving forward in the analysis,

the study has seen that the CMIN, GFI, IFI, CFI, RMSEA all have values up to the standards as shown in table above so data is authentic and valid as wel

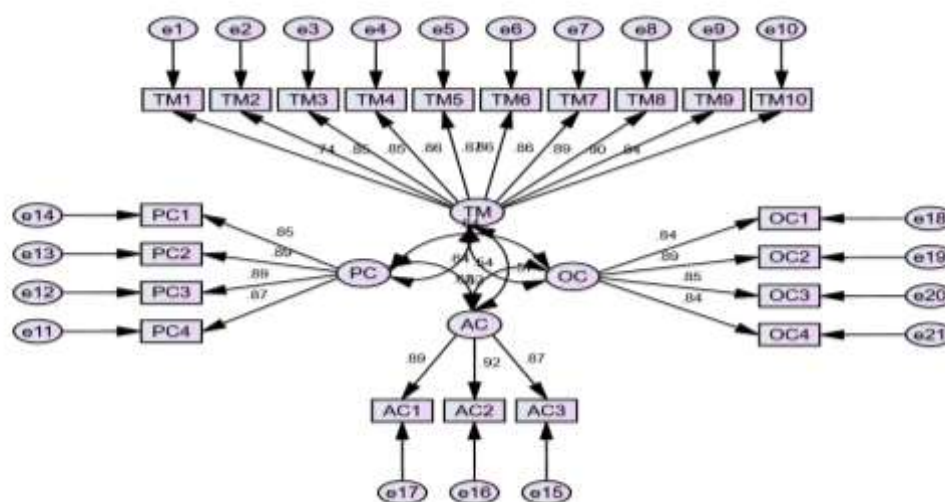


Figure 1: CFA

Structural equation modeling

Table 5: Structural Equation Modeling

Statement of interest	B-Value	SE	P-Value	Decision
TM→AC	.287	.050	.000	Accepted
TM→OCB	.351	.045	.000	Accepted
TM→PC→AC	.250	.047	.010	Accepted
TM→PC→OCB	.233	.041	.010	Accepted

It can clearly be seen that relations and impacts of all of the variables are significant and the percentages in the table 5 show that with change in TM by 1% there will be change in AC by 28.7%. Moreover, by the change in the TM there will be

35.1% change in OCB the mediations are also significant causing 25% and 23.3% of the changes in the whole framework. SEM can be seen in F-2:

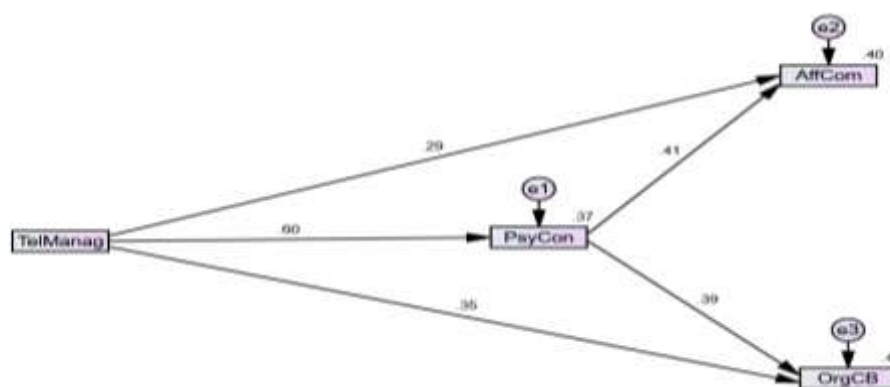


Figure 2: SEM

DISCUSSION AND CONCLUSIONS

DISCUSSION

The aim behind this study was to know the effect that is caused by talent management on affective commitment and also the impact that is caused by talent management on organizational citizenship behavior. The study took psychological control fulfillment as a mediator between these variables. The first statement of interest put forward by the study was that, "The impact of TM on AC is significant. This statement of interest

is accepted based on the results of the study and from the evidences of the study of (Sohn, 2015)." The second statement of interest put forward by the study was that, "The impact of TM on OCB is significant. This statement of interest is accepted based on the results of the study and from the evidences of the study of (Sidharta & Affandi, 2016)." The third statement of interest put forward by the study was that, "The mediating impact of PC between TM and AC is significant. This statement of interest is accepted based on the

results of the study and from the evidences of the study of (Rentschler & Kornejew, 2018).” The fourth statement of interest put forward by the study was that, “The mediating impact of PC between TM and AC is significant.” This statement of interest is accepted based on the results of the study and from the evidences of the study of (Plummer & Boyle, 2016).”

CONCLUSION

The fundamental aim of this research study is to analyze the impact of talent management on affective commitment and organizational citizenship behavior through the mediating role of psychological contract fulfillment. The data for this study has been collected from the pharmaceutical sector of Indonesia including 435 people, in education sector data has been collected 91.3% from students of graduation, and data is collected 100% from people aged above 36 years. The results are analyzed through these various tests such as descriptive statistics, discriminant validity, factor loading, and convergent validity, confirmatory factors analysis and KMO, structural equation modeling. The results have concluded that all the variables have an important relationship. The result has analyzed that there is a significant relationship between talent management with affective commitment and organizational citizenship behavior. The future management aids to apprehend data and producing effective strategies for giving salaries increase the emotional attachment of employees to their sector and the voluntary obligation of employees within a sector also increases. The pharmaceutical sectors of Indonesia are taking benefit from talent management, affective commitment, organizational citizenship behavior, and the psychological contract. The psychological contract has a significant relationship between talent affective commitment and organizational citizenship behavior that the exchange of formal promises between colleagues, employees, managers has an impact on the increase in satisfaction and performance of employees.

Policy implications

The given study has provided significant benefits to the pharmaceutical sector. The findings of the study have presented the ideas to experts for the employees of the pharmaceutical sectors of Indonesia. The talent management has provided benefits to the pharmaceutical sectors of Indonesia that help in making the policy of hiring staff, the development of employees, improve in the skills of workers. The study has helped the employees in an increase of affective commitment, by this the emotional attachment of workers increases with their sector. The organizational citizenship behavior had helped the workers to feel good about working in a sector, and to feel complete control over their work. This gives a meaningful environment to workers and it leads to the improved presentation of the sector. Organizational citizenship behavior gives a high level of inspiration and obligation, this behavior also increases the obedience, loyalty, and protection of a sector, this aspect has great significance in the given study. Affective management and organizational citizenship behavior would be better through talent management and the psychological contract.

Limitations

The significant limitation of the study is the small sample size because the data has been collected through limited

individuals. The research study is based on the cross-sectional method and it would be a common method bias. The other limitation of this study is the lack of choices of variables. It is highly suggested that future research studies may add other various variables to make research more significant and practicable. There should be a large number of tests for the collection of data and there should be a large number of a sample size to research a vital and comprehensive sector.

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