

**Organisational commitment and turnover intention of early career lawyers: The impact of career management help, ethical pressure and career commitment**

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ABSTRACT

The research examines the impact of career developing practices and organisational ethical behaviour on early career lawyer's turnover intentions and commitment. The moderating impact of career commitment is also tested. Respondents included 165 early career lawyers. Results of multiple regression analysis confirm that affective commitment, career management help and ethical pressures predict turnover intention. Early career lawyers are also more affectively committed to their current employing law firm when they receive career management help and ethical pressures are low. A moderating effect was established in the relationships between ethical pressures and both continuance and affective commitment. Higher career commitment strengthened a negative relationship between ethical pressure and affective commitment and strengthened a positive relationship between ethical pressure and continuance commitment.

**Keywords: Human Resource Management and Development**

Despite the importance of legal expertise and the cost of knowledge replacement it appears that law firms no longer enjoy the loyalty and organisational commitment of their lawyers (Martindale, 2007; Rebitzer & Taylor 1999). Within the literature on organisational commitment and turnover intentions, the research specifically exploring the antecedents of lawyers' organisational commitment to their law firms is quite dated (e.g. Wallace, 1995) and its impact on turnover intentions is limited. In particular, there appears to be little empirical research aimed at examining these concepts in relation to early career lawyers (Chang & Choi, 2007). The primary purpose of this research is to explore the relationship between an early career lawyer's turnover intentions and their commitment to the organisation and the impact of career developing practices and the organisation's ethical behaviour on that relationship. A further aim is to test whether an early career lawyer's commitment to their career moderates the strength of the relationships between their organisational commitment, career developing practices and acting ethically.

### **Organisational commitment and turnover intentions in law firms**

Allen and Meyer (1996) distinguish three components of employee commitment to an organisation. Affective commitment refers to an emotional attachment to, identification with, and involvement in, the organisation. Continuance commitment refers to commitment based on the threat of losses that the employee would incur if they were to leave the organisation and normative commitment refers to the obligation that employees feel to stay with an organisation. Low organisational commitment among professionals is troubling for organisations as research findings show that lower organisational commitment is associated with higher employee search intentions and lower investment of personal energy and resources into the organisation (Brett, Corn & Slocum, 1995). In a review of studies of intention to stay in the law profession, Wallace (2001) has argued that commitment and job satisfaction are important factors that similarly affect a lawyer's decision to continue or quit practising law. 'Turnover intentions' refers to the subjective estimation of an individual regarding the probability that they leave the organisation they work for in the near future (Mobley, 1982a, 1982b; Mowday, Porter & Steers, 1982). It is conceived of as a conscious and deliberate desire to leave the organisation in the near future, and considered as the last part of a sequence in the withdrawal

cognition process, which also includes thoughts of leaving and intentions to seek out alternatives, in either a passive or active job search (Tett & Meyer, 1993: 262). A recent meta-analysis showed that out of all three forms of organisational commitment, affective commitment was the strongest predictor of overall withdrawal cognition (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). As a result, affective commitment of early career lawyers will be measured in this study, though continuance commitment will also be measured in light of the economic climate as it is believed that many early career lawyers need to remain with the organisation. Normative commitment has been omitted as a measure in this study as it is believed that workers who are normatively committed are not necessarily swayed in their commitment by external influences. Consistent with this discussion of the expected relationships between commitment and turnover intention the following hypotheses are posited:

H1: There will be a negative relationship between early career lawyers' affective commitment and turnover intentions.

H2: There will be a negative relationship between early career lawyers' continuance commitment and turnover intentions.

### **Antecedents of organisational commitment in law firms**

#### ***Career management help as an antecedent to organisational commitment***

Career management has been defined as “attempts made to influence the career development of one or more people” (Sturges, Guest, Conway & Mackenzie Davey, 2002: 732) and may take the form of a range of more or less formal activities ranging from training courses and assessment centres to mentoring and career advice. When an individual believes that the organisation is concerned with improving their skill and ability, it is believed they will become more committed to the organisation. Similarly, when supervisors are supportive in providing career opportunities and feedback, employees sense more clarity in career opportunities and advancement in the organisation (Chang, 1999). Wallace (1995) studied lawyers to examine the degree to which professionals in general and lawyers in particular, are committed to their profession and their organisation and found that organisational commitment was highly dependent on perceived opportunities for career advancement. Wallace (1995) describes being a professional as typically involving a life-long career, and if the organisation

does not facilitate the advancement of one's professional career, then professionals are less loyal. For early career lawyers career development and training activities provided by the organisation have been identified as the kind of "positive" experiences that engender organisational commitment during the early years at work (Arnold & Mackenzie Davey, 1999). The hypotheses therefore become:

H3a: There will be a positive relationship between perceived firm career management help and affective commitment.

H3b: There will be a negative relationship between perceived firm career management help and continuance commitment.

#### *Ethical pressures as an antecedent of organisational commitment*

Research has demonstrated that employees desire a consistency between their ethical values and those of their organisation (Dubinsky & Ingram, 1984). From the perspective of employees, an ethical conflict usually involves situations in which the employees feel pressured by their peers, supervisors, and other members of their organisation to compromise their personal values in order to achieve organisational goals (Leicht & Fennell, 1997). Shafer (2002) reports that an outcome of organisational pressure to engage in unethical behaviour leads to lower levels of organisational commitment and higher turnover intentions. It is anticipated therefore that the degree of early career lawyers' perceived pressure to engage in unethical behaviour at work would be negatively related to affective organisational commitment. Consistent with Allen and Meyer's proposed inverse relationship between affective and continuance commitment, it is anticipated that continuance commitment would have a positive relationship with ethical pressures. This takes into consideration a number of practical issues, such as the costs associated with leaving and the options available to the employee (Allen and Meyer, 1990). The hypotheses therefore become:

H4a: There will be a negative relationship between ethical pressures and affective commitment.

H4b: There will be a positive relationship between ethical pressures and continuance commitment.

#### **Career management help, ethical pressures and turnover intentions**

Carmeli and Weisberg (2006) found a significant relationship between affective commitment and turnover intentions for lawyers. Following the recommendations of Carmeli and Weisberg (2006), it is argued in this study that if early career lawyers perceive their law firm to be providing assistance in

terms of career progression and development then they will have higher affective firm commitment and therefore lower turnover intentions. The following hypothesis is posited:

H5: There will be a negative relationship between perceived career management help and turnover intentions.

Although prior research has demonstrated that ethical conflicts are pervasive in organisations, the consequences of an unethical conflict on employees' attitudes and behaviours are not well understood (Moser, 1988). However, several researchers have speculated on the possible outcomes of an ethical conflict between the employees and their organisations. Most of the speculations are based on the concept of cognitive dissonance (Peterson, 2003). According to this viewpoint, a perceived lack of congruence between the ethical standards of the employee and the organisation creates a need state that motivates the employee to eliminate the incongruence (Moser, 1988). Thus, individuals experiencing an ethical conflict are expected to withdraw or resign from the organisation in an attempt to reduce the stress associated with cognitive dissonance (Janson & Von Glinow, 1985). The following hypothesis becomes:

H6: There will be a positive relationship between ethical pressures and turnover intentions.

### **The moderating impact of career commitment**

Career commitment is defined as the extent to which the worker wishes to develop and advance in his/her career (Freund & Carmeli, 2003). Individuals who are highly committed to their careers have been shown to spend more time in developing skills, and show less intention to withdraw from their careers and jobs (Aryee & Tan, 1992; Blau, 1989). Employees with high career commitment, however, consider leaving the organisation when career growth opportunities in the organisation are low (Chang, 1999). Chang (1999), conducting a study exploring career commitment as a moderator on organisational commitment and turnover intention, found of all the career-oriented practices of an organisation, career commitment moderated only the effect of the supervisor's support on the affective commitment, indicating that employees tend to be affectively committed to the organisation when they perceive more supervisory support for their careers, and the degree is higher for those who are committed to their careers. Similar to the findings that strong career commitment will strengthen the positive effect career-oriented practices have on organisational commitment, it is believed strong

career commitment will moderate the effect of ethical pressures on organisational commitment. As it is implied that early career lawyers are interested in career-oriented practices to further their career, it can also be implied that the professional values are equally important to early career lawyers as they build a career within the profession. Therefore, the greater the commitment to their career, the lower their organisational commitment if they are faced with ethical pressures that may undermine their career prospects as a result of breaching professional values. The following hypotheses are posited:

H7a Higher career commitment will strengthen the positive relationship between perceived career management help and affective commitment

H7b Higher career commitment will strengthen the negative relationship between perceived career management help and continuance commitment

H8a Higher career commitment will strengthen the negative relationship between ethical pressures and affective commitment

H8b Higher career commitment will strengthen the positive relationship between ethical pressures and continuance commitment

The conceptual framework relating to the antecedents of organisational commitment, its impact on turnover intentions and the impact of career commitment is presented in Figure 1.

**INSERT FIGURE 1 ABOUT HERE**

## **METHOD**

### **Sample and procedure**

With the support of the Law Institute of Victoria and Lawyers Weekly (an online national publication) early career lawyers were invited to complete an online survey. A clean sample of 165 was obtained, which provided a reasonably powerful sample size for statistical analysis. The quantitative data was gathered from individuals who fit the characteristics of an early career lawyer: lawyers admitted to practice as legal practitioners but with post admission experience of four years or less employed in a private law firm. Justification for defining early career lawyers as lawyers with experience of four years or less emanates from a common understanding within the legal profession that a lawyer with post five years' experience is most often considered experienced enough to become a senior associate at a private law firm, before becoming a partner after eight to ten years experience.

## Measures

*Career Management Help*. The Sturges, Guest, Conway & Davey (2002) career management help ten item scale was used. Scores on this measure were internally consistent with a Cronbach's alpha coefficient of .89.

*Career Commitment*. Career commitment was measured using the scale developed by Blau (1989). Scores on this measure were internally consistent with a Cronbach's alpha coefficient of .88.

*Affective Commitment*. Affective commitment was measured using the eight item scale developed by Allen and Meyer (1990). Scores on this measure were internally consistent with a Cronbach's alpha coefficient of .85.

*Continuance Commitment*. Continuance commitment was measured using the eight item scale developed by Allen and Meyer (1990). Scores on this measure were internally consistent with a Cronbach's alpha coefficient of .76.

*Ethical Pressures*. Ethical pressures were measured using the scale developed by Shafer (2002). Scores on this measure were internally consistent with a Cronbach's alpha coefficient of .88.

*Turnover Intentions*. Turnover intentions were measured using the scale developed by Mobley, Horner & Hollingsworth (1978). Scores on this measure were internally consistent with a Cronbach's alpha coefficient of .81.

*Control variables*. The following demographic variables were included as control variables: age, gender and marital status.

## Data Analysis

Standard multiple regression analysis and moderated regression analysis were conducted to investigate whether the independent variables independently and simultaneously predicted the variance found in the dependent variables. Standard multiple regression was used to test hypotheses 1 to 6. Moderated regression was used to test hypotheses 7a, 7b, 8a and 8b. A tolerance level of  $p < 0.05$  was used for both analyses and pair wise deletion was selected for any missing data. As a result the sample size ranged from 163 to 165.

## RESULTS



With 165 respondents and 11 independent variables, the number of cases was well above the minimum requirement of 114 for testing medium effect sizes of individual predictors in standard multiple regression (Cohen, 1992). The presence of multicollinearity was assessed by inspecting the correlation matrix (see Table 1), and found not to exist as no two independent variables were highly correlated with .70 or more to suggest multicollinearity (Cohen, 1992). An examination of the correlation matrix, presented in Table 1 revealed that five of the variables were correlated. Using the Pearson product-moment correlation coefficient, the strongest correlation was between affective firm commitment and turnover intentions. There was a strong negative correlation between the two variables,  $r = -.53$ ,  $n = 165$ ,  $p < 0.05$ . Continuance commitment interestingly had weaker relationships with all of the independent variables. In fact, of all variables, continuance commitment had the strongest relationship with gender,  $r = .26$ ,  $n = 165$ ,  $p < 0.01$ .

INSERT TABLE 1 ABOUT HERE

### **Turnover Intentions**

As seen in Table 2 the standard multiple regression model as a whole in relation to turnover intentions as the criterion variable, was significantly different from zero,  $F(10, 152) = 9.06$ ,  $p < .001$ . The model explained 37% of the variance in early career lawyers' turnover intentions. Affective firm commitment was negatively related to turnover intentions ( $\beta = -.36$ ,  $p < 0.01$ ). As a result hypothesis 1 was supported. Continuance firm commitment was not a statistically significant predictor of turnover intentions. As a result hypothesis 2 was not supported. Career management help was negatively related to turnover intentions ( $\beta = -.22$ ,  $p < 0.01$ ). As a result hypothesis 5 was supported. Ethical pressures was positively related to turnover intentions ( $\beta = .18$ ,  $p < 0.05$ ). As a result hypothesis 6 was supported.

INSERT TABLE 2 ABOUT HERE

### **Affective Commitment**

As seen in Table 3, the standard multiple regression model as a whole, in relation to affective commitment as the criterion variable, was significantly different from zero,  $F(8, 154) = 9.64$ ,  $p < .001$ . The model explained 33% of the variance in early career lawyers' affective firm commitment.

Career management help was positively related to affective firm commitment ( $\beta = .46, p < 0.01$ ). As a result hypothesis 3a was supported. Ethical pressures was negatively related to affective firm commitment ( $\beta = -.16, p < 0.05$ ). As a result hypothesis 4a was supported.

INSERT TABLE 3 ABOUT HERE

As shown in Table 4, the interaction term of career commitment and career management help was not significantly different from zero. Therefore the moderating effect of career commitment on the relationship between career management help and affective commitment as posited in hypothesis 7a was not supported. Hypothesis 8a was supported, as the interaction term of career commitment and ethical pressures was significantly different from zero ( $\beta = -.14, p < 0.05$ ).

INSERT TABLE 4 ABOUT HERE

### **Continuance Commitment**

As seen as in Table 5 the standard multiple regression model as a whole, in relation to continuance commitment as the criterion variable, was significantly different from zero,  $F(8, 154) = 2.90, p < .005$ . The model explained 13% of the variance in early career lawyers' continuance firm commitment. Career management help was not a statistically significant predictor of continuance firm commitment. Therefore hypothesis 3b was not supported. Ethical pressure was not a statistically significant predictor of continuance firm commitment. Therefore hypothesis 4b was not supported.

The interaction term of career management commitment and career management help was not significantly different from zero. Therefore the moderating effect of career commitment on career management help and continuance commitment as posited in hypothesis 7b was not supported.

As seen from Table 6, hypothesis 8b was supported, as the interaction term of career commitment and ethical pressures was significantly different from zero ( $\beta = .23, p < 0.01$ ). As hypothesised, Figure 2 illustrates that when early career lawyers have high career commitment, ethical pressures has a stronger positive relationship with continuance commitment. Interestingly, the figure illustrates an additional effect that was not hypothesised and to some degree unexpected: when early career lawyers have low career commitment, ethical pressures is negatively related to continuance commitment. This result is interesting since Table 1 above shows that there is a positive

correlation between ethical pressures and continuance commitment ( $r = .16, p < .05$ ), although the strength of the relationship is relatively small.

INSERT TABLE 6 ABOUT HERE

INSERT FIGURE 2 ABOUT HERE

## DISCUSSION

The primary aim of the study is to explore the relationship between an early career lawyer's turnover intentions and their commitment to the organisation and the impact of the antecedents of career developing practices and the organisation's ethical behaviour. The finding that affective commitment is important in reducing turnover intentions is consistent with past theory (Meyer et al., 2002; Mowday, Steers & Porter, 1979) and confirms that affective commitment is a strong predictor of turnover intentions. Further, in terms of the legal profession itself, it supports Wallace's (2001) findings that commitment is one of the more important factors that affect a lawyer's decision to continue or quit practising law. The lack of a significant impact of continuance commitment was not unexpected as the evidence associated with continuance commitment as a predictor of turnover intentions appears to be inconclusive (See Mowday, Steers & Porter, 1979).

The positive relationship between career management help and affective commitment reinforces the research of Sturges, Guest & Mackenzie Davey (2000) and extends their finding of graduates becoming more committed to their employing organisation when they are provided with career management help, to early career lawyers. The results also align with Wallace's (1995) view that the organisational commitment of lawyers is highly dependent on perceived opportunities for career advancement that is facilitated by the law firm. Career management help however was not associated with continuance commitment. This was not completely unexpected since past studies have shown that it is not uncommon to find that work experiences correlating positively with affective commitment have no significant correlation with continuance commitment (Allen & Meyer, 1996).

The negative impact of ethical pressures on affective commitment may be explained by the personal moral values of the early career lawyers and the fact that the legal profession is bound by a set of professional conduct rules, which appears to be more influential upon early career lawyers than the direction they receive from their current employing law firm. This is supportive of Peterson's

(2003) assertion that in relation to professional employees who are obligated to maintain high standards of moral behaviour, ethical pressure is likely to lead to low organisational commitment as the values between the profession and the organisation come into conflict.

Career commitment did not moderate the career management help and affective commitment relationship and this is consistent with the findings of Chang (1999) who established that except for supervisory support, career commitment did not have a significant moderating effect on any of the tested career-oriented practises' relationships with affective commitment. The result is also supportive of Freund and Carmeli's (2003) assertion that career commitment is perceived as commitment directly related to the personality of the individual and is not necessarily influenced by one organisation or another. Based on this assertion, a possible explanation for why career commitment failed to have a significant moderating effect in this instance is that an early career lawyer who is committed to their career will continue to develop their career outside the current employing law firm and develop a meaningful work course regardless of the employing law firm. Similarly the interaction term of career commitment did not impact on the relationship between and career management help continuance commitment. A possible explanation for this is that, as argued by Freund and Carmeli (2003), career commitment is a mediator rather than a moderator in this relationship. Career commitment did however impact on the relationship between ethical pressures and affective commitment. As early career lawyers perceive increasing ethical pressures, those who have high levels of career commitment will experience lower levels of affective commitment towards their current employing law firm. Career commitment also had a moderating impact on the relationship between ethical pressures and continuance commitment. As early career lawyers perceive a higher degree of ethical pressure, those with a higher commitment to their career will experience greater continuance commitment. This is an interesting result and may be explained by reactions to the global financial crisis and the contracted job market at the time of the research.

### **Limitations**

First, as noted by Gray (2004) cross-sectional designs by their very nature are inherently limited and make it difficult to separate out antecedents and consequences of organisational (firm) commitment. Therefore, a longitudinal study is required to supplement the results of this study. Second, this study

involved the use of subjective, self-reported data. The lack of convergence with hard data limits the ability to make causal inferences of the findings (Sommer & Sommer, 2002; Tharenou, Donohue & Cooper, 2007). However, this limitation was mitigated with a variety of different measurement scales, as recommended by Subramaniam and Ashkanasy (2001). Additionally, another limitation involving subjective, self-reported data is that it lends itself to common method variance when a single questionnaire is used to investigate relatively similar concepts. However, this is unlikely to be a serious problem as well-developed, psychometrically sound instruments were used (Collarelli & Bishop, 1990; Spector, 1987). Nevertheless, if logistically feasible, it would be ideal if future researchers use multiple questionnaires to measure the various job attitudes. Third, although this study makes some useful contributions to the theory of organisational commitment and turnover intentions, the data was collected only among early career lawyers. Therefore, the generalisability of the findings is limited to that sample.

### CONCLUSION

Theoretically this study contributes new findings regarding the moderating role of career commitment in the relationship between ethical pressures and continuance commitment. Future research may explore this further and obtain rich data from interviews as part of a qualitative research study. It is recommended that research is conducted in the future examining whether career development help provided to early career lawyers impacts on their commitment to the law firm in the long term. This would be useful based on the conclusions drawn from the literature review that fostering the organisational commitment of employees is most critical in the first few years of their employment with the organisation (Chang & Choi, 2007). An experimental and longitudinal study may be useful here. Practically this study raised important considerations for law firms. The findings support the strong case made by Pfeffer (2005) that the secret to achieving competitive success through people involves fundamentally altering how we think about the employment relationship; achieving success by working with people, not by limiting the scope of their activities. The findings of this study imply that law firms interested in reducing voluntary turnover behaviour can do so indirectly (i.e. through turnover intentions) by fostering the early career lawyer's career development, which in turn will foster their affective commitment towards the law firm.

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**Table 1: Means, Standard Deviations and Intercorrelations of Study Variables**

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1 Affective Commitment	4.28	1.20	1.0											
2 Continuance Commitment	4.51	1.07	-.08	1.0										
3 Turnover Intentions	2.64	1.07	-.53**	-.02	1.0									
4 Career Management Help	3.4	.78	.51**	-.20**	-.45**	1.0								
5 Ethical Pressures	1.82	1.82	-.32**	.16*	.37**	-.39**	1.0							
6 Age	28.23	5.35	.06	-.08	-.01	-.14	-.10	1.0						
7 Gender	.72	.45	-.02	.26**	-.03	-.03	.02	-.21**	1.0					
8 Marital Status	.44	.50	.12	.04	-.10	-.02	.08	-.10	.01	1.0				
9 Number of Legal Practitioners	202.46	324.92	-.12	-.05	.04	.01	-.00	-.10	-.00	.04	1.0			
10 HRM Management	.68	.47	.11	-.13	-.02	.08	.11	-.04	-.11	.05	.07	1.0		
11 Salary	3.94	1.56	.01	-.06	-.07	.10	-.14	.07	-.17*	-.10	.31**	.15	1.0	
12 Career Commitment	3.33	.86	.58**	-.16*	-.37**	.36**	-.20*	.16*	-.10	.10	-.06	.01	-.13	1.0

\*Correlation is significant at the 0.05 level (2-tailed)

\*\* Correlation is significant at the 0.01 level (2-tailed)

<sup>a</sup> Because of pairwise deletion of missing data, N ranged from 163 to 165.

**Table 2: Results of Standard Multiple Regression Analysis Predicting Turnover Intentions**

Predictor	$\beta$	SE	95% Confidence Interval	
			Lower	Upper
Affective Commitment	-.36**	.07	-.46	-.18
Continuance Commitment	-.11	.07	-.25	.03
Career Management Help	-.22**	.11	-.53	-.10
Ethical Pressures	.18*	.07	.04	.33
Age	-.02	.01	-.03	.02
Gender	-.04	.16	-.41	.24
Marital Status	-.07	.14	-.44	.12
Number of Legal Practitioners	.00	.00	-.00	.00
HRM Management	.01	.15	-.29	.32
Salary	-.04	.05	-.12	.07
R <sup>2</sup>	.37			

Note.  $\beta$  = standardized regression coefficient.

N= 163 to 165 using pairwise deletion.

\*p < .05; \*\*p < .01

**Table 3: Results of Standard Multiple Regression Analysis Predicting Affective Commitment**

Predictor	$\beta$	SE	95% Confidence Interval	
			Lower	Upper
Career Management Help	.46**	.11	.48	.93
Ethical Pressures	-.16*	.08	-.34	-.02
Age	.11	.02	-.01	.06
Gender	.03	.18	-.28	.44
Marital Status	.15*	.16	.05	.68
Number of Legal Practitioners	-.12	.00	.00	.00
HRM Management	.10	.18	-.08	.61
Salary	-.02	.05	-.13	.09
R <sup>2</sup>	.33			

N=163 -165 using pairwise deletion. \*p < .05; \*\*p<.01

**Table 4: Results of Moderated Regression Analysis Predicting Affective Commitment**

Predictor	$\beta$	SE	95% Confidence Interval	
			Lower	Upper
Career Management Help	.29**	.07	.15	.42
Ethical Pressures	-.16*	.07	-.30	-.03
Career Commitment	.44**	.07	.31	.57
Career Commitment x Career Management Help	-.07	.07	-.20	.06
Career Commitment x Ethical Pressures	-.14*	.07	-.26	.00
Age	-.01	.06	-.13	.12
Gender	.05	.06	-.07	.17
Marital Status	.12*	.06	.00	.24
Number of Legal Practitioners	-.13*	.06	-.26	-.01
HRM Management	.09	.06	-.03	.21
Salary	.06	.07	-.07	.19
R <sup>2</sup>	.50			

N=163 -165 using pairwise deletion. \*p < .05; \*\*p<.01

**Table 5: Results of Standard Multiple Regression Analysis Predicting Continuance Commitment**

Predictor	$\beta$	SE	95% Confidence Interval	
			Lower	Upper
Career Management Help	-.16	.12	-.36	.00
Ethical Pressures	.11	.08	-.14	.52
Age	-.06	.02	-.04	.02
Gender	.24**	.19	.20	.93
Marital Status	.04	.16	-.25	.40
Number of Legal Practitioners	-.07	.00	-.00	.00
HRM Management	-.11	.18	-.61	.10
Salary	.05	.06	-.08	.15
R <sup>2</sup>	.13			

N=163-165 using pairwise deletion. \*p < .05; \*\*p<.01

**Table 6: Results of Moderated Regression Analysis Predicting Continuance Commitment**

Predictor	$\beta$	SE	95% Confidence Interval	
			Lower	Upper
Career Management Help	-.12	.08	-.30	.05
Ethical Pressures	.16	.09	-.01	.33
Career Commitment	-.07	.08	-.23	.10
Career Commitment x Career Management Help	-.03	.08	-.20	.14
Career Commitment x Ethical Pressures	.23**	.08	.06	.39
Age	-.01	.08	-.17	.15
Gender	.24**	.08	.09	.39
Marital Status	.01	.08	-.14	.16
Number of Legal Practitioners	-.05	.08	-.20	.11
HRM Management	-.13	.08	-.23	.03
Salary	.06	.08	-.11	.22
R <sup>2</sup>	.19			

N=163-165 using pairwise deletion. \*p < .05; \*\*p<.01

Figure 1: Conceptual model explored in this current study

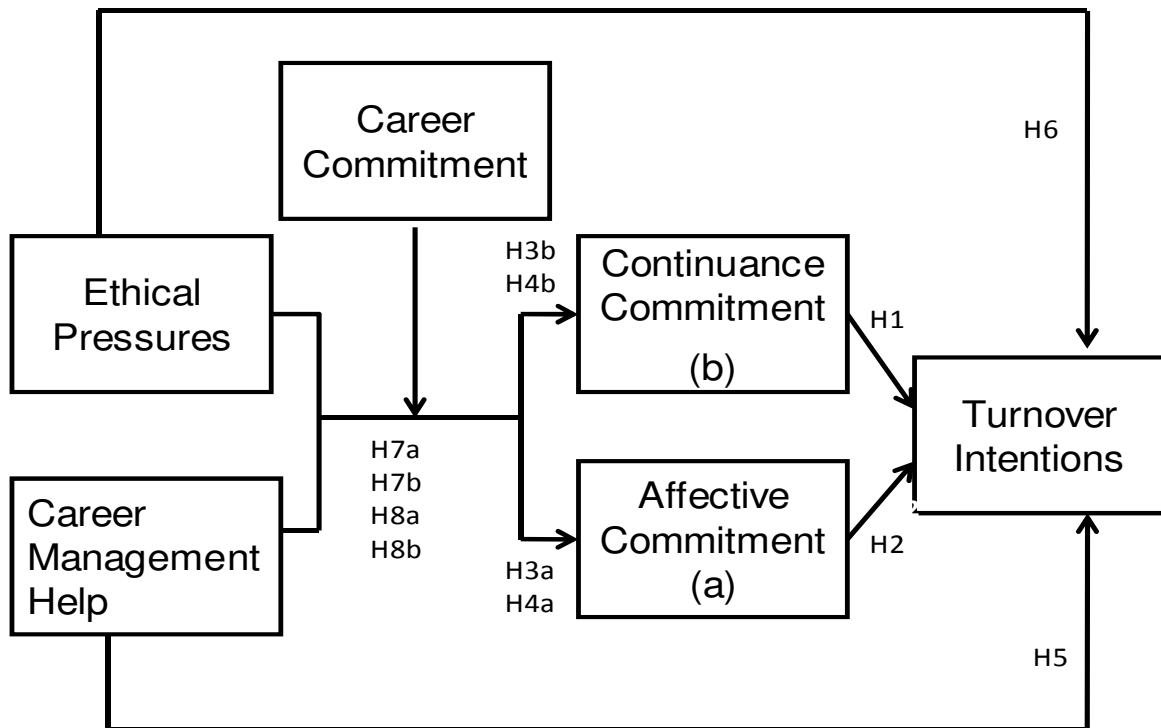




Figure 2: Plot of Two-Way Interaction Effect of Career Commitment and Ethical Pressures on Continuance Commitment

