

Explore How Organizations Adapted Their Strategies to Maintain Employee Commitment During the Pandemic

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Abstract

In competitive market, every business entity endeavours to establish higher level of operational and financial performance while simultaneously minimizing absenteeism and employee turnover. Employees represent an essential asset integral to the sustained success and operational efficacy of the organization. Organizational commitment is regarded as a important element in attaining this goal. In response to the complexities introduced by globalization, a variety of methodologies have surfaced, including process re-engineering, strategic alliances, outsourcing, mergers, reorganizations, and the adoption of flat organizational structures, consequently leading organizations to exhibit a diminished commitment to their workforce. Consequently, organizations have been compelled to renegotiate and amend certain stipulations of the initial employment contracts. Understanding the origins and effects of job commitment may be quite beneficial. Employers have identified the ways in which they may establish a feeling of commitment between their workers and the firm, and understanding what the behavioural outcomes of that commitment will be, can produce a more efficient and productive workplace. However, Organizational commitment can be conditioned by several factors among in which one is the psychological contract.

Key Words - Psychological Contract, Organizational commitment, Commitment.

Introduction

In the Current business environment, a change coming towards an efficiency model based an Organizational commitment is required for a organization. Traditionally Focus on Efficiency now Business organization targeting to create committed Workforce that ultimate leads organization as well as employees. Business organization now need to form a team that is highly committed to their organization strategic objective, oriented towards work also with these objectives if organization synergy with organizational and employee's personal objective both are benefited. Human resource (HR) management is established as one of the primary functions within the organization, where job satisfaction working conditions, and worker welfare, are valued, assisting in the maintenance of high levels of organization performance.

Organizational commitment is defined as "the psychological tie between employees and their employers that makes it difficult for employees to willingly leave their employers" (Allen and Meyer 1990). Psychological contract assessment starts from the individual own analysis throw individual judgment whether he or she. A psychological contract breach refers to a person's belief that another has not satisfactorily fulfilled an obligation.

The development of organizational commitment is linked on the one hand to what employees have gotten out of it--the organization's inputs and, inseparably simultaneously, experiences shared between both sides at work. This relationship is also informed by what bond exists between a company's aspirations and mine too.'

Review of literature

Solinger et.al., (2008) offered “a conceptual critique of the three-component model (TCM) of organizational commitment (Allen & Meyer, 1990) and proposes a reconceptualization based on standard attitude theory. The authors use the attitude-behaviour model by Eagly and Chaiken (1993) to demonstrate that the TCM combines fundamentally different attitudinal phenomena. They argue that general organizational commitment can best be understood as an attitude regarding the organization, while normative and continuance commitment are attitudes regarding specific forms of behaviour (i.e., staying or leaving). The conceptual analysis shows that the TCM fails to qualify as general model of organizational commitment but instead represents a specific model for predicting turnover. The authors suggest that the use of the TCM be restricted to this purpose and that Eagly and Chaiken's model be adopted as a generic commitment model template from which a range of models for predicting specific organizational behaviours can be extracted. Finally, they discuss the definition and measurement of the organizational commitment attitude. Covering the affective, cognitive, and behavioural facets of this attitude helps to enhance construct validity and to differentiate the construct from other constructs”.

Daejeong Cho et.al., (2015) If we think for highly committed employees to be valuable assets, practitioners and researchers should work together to find ways to foster commitment in employees. As a result, one important goal of this research was to study the dispositional antecedents of organizational commitment. Writer conducted a meta-analysis of the relationships between five factor model traits and three types of organizational commitment and find at the role of national culture in moderating the personality-organizational commitment relationships. In general, our meta-analytic findings depicted that Five factor model traits were significantly associated with various forms of organizational commitment, with some relationships being stronger in collectivistic work cultures and others being stronger in individualistic cultures. As par findings, researchers must take into account both personality and cultural contexts when predicting and explaining organizational commitment. This study, hope, will lead to additional theoretical developments and systemic study of dispositional and situational influence on organizational commitment.

Luu, D. T., & Phan, H. V. (2020) aimed “to examine the relationship between transformational leadership, job satisfaction and employee commitment to organisational change. Extension of a three-component model was employed. The study sample consisted of 474 employees in organisations undergoing a significant organisational change in Vietnam. The data were analysed using a structural equation model (SEM). The study results show that transformational leadership has a positive and significant influence on job satisfaction and organisational commitment to change (affective commitment, normative commitment, continuance commitment). Job satisfaction is found to be positively and significantly related to employee affective commitment and normative commitment to organisational change. This

study indicated the critical role of transformational leadership and job satisfaction on the commitment to organisational change in the context of an emerging economy. They revealed that the Organisations should maintain employees' positive attitudes and behaviour by applying the transformational leadership style and ensuring job satisfaction, which plays a central role in the organisation by orienting employee psychology, motivation and positive behaviour to change”.

Covid Pandemic

COVID - 19 diseases, which began in China in 2019, has steadily engulfed the entire planet. The first incidence of this sickness was discovered in India in January 2020, and the pandemic's greatest impact occurred during the years 2020 and 2021. During the pandemic period, the COVID epidemic touched many areas of the economy as well as personal life, its also impact of work-life balance of workers. The emergence of this virus has caused an unprecedented catastrophe in many countries' health systems, as well as a severe challenge to the world community. Due to this pandemic business organization work culture also impacted.

A survey conducted by a top Chief Information Officer (CIO) in India titled “Business Continuity amid Coronavirus”, estimated that about 96% of organizations rolled out working from home in India (Jayadevan, 2020). Working from home appeared to be a sudden event in many countries, including in India also, yet the road to that point looks to have been paved for years.

As slow as the change from traditional working methods to modern flexible ones seemed, the COVID-19 pandemic has greatly accelerated this trend and thrust firms and employees alike into making major changes. In their working habits, but if employees feel it necessary to do so, the consequences are unforeseeable. However, the COVID-19 pandemic has gotten such thoughts all wet. The pandemic has created new places where difficulties or new possibilities occur along with new possibilities, so anything is possible now. Virtual offices, rather than the traditional office spaces, appear to gain more in future.

Despite the apparent many good benefits of working from home, the most of the workforce in several country we can say all the country, including India, started working from home for the first time. Working from home for the first time, along with the bad news about pandemic.

The stress of the epidemic may be affecting not only the employees' emotional health but also their physical health. Also considered are job performance and satisfaction. The purpose of this research is to investigate the dynamics of perceived work autonomy, COVID-19 pandemic anxiety, work-life conflict, and research How they might affect the job satisfaction of employees who starts work from home. Given the numerous It is relevant and timely to investigate the unanticipated consequences of the COVID-19 pandemic. these occurrences on three counts.

Despite the seemingly evident benefits associated with remote work, a significant portion of the workforce in various nations, including India, has been start working from home for the first time. This new work arrangement, combined with the disturbing news about the pandemic, may be negatively affecting not only employees' mental well-being but also their satisfaction

and job performance. This paper seeks try to investigate the relationship between perceived work autonomy, COVID-19-related anxiety, work-family conflict, and their potential impact on the job satisfaction of remote employees. Given the unexpected outcome of the COVID-19 pandemic, it is both appropriate and timely to examine these factors on three heads. First, remote work offers the potential for increased freedom and flexibility, which could enhance overall job satisfaction. Second, it is important to study the repercussions of the blending of work life responsibilities as more people transition to full-time remote work. Finally, it is crucial to understand the nervousness generated by the COVID-19 pandemic and its potential influence on individuals' work satisfaction. This knowledge will be valuable for organizations and govt policymakers as they plan and implement appropriate plan and actions.

Psychological contract

The concept of the psychological contract was first given by the Chris Argyris, a famous behavioural scientist in his book named “Understanding of Organizational Behaviour”, he discusses about the hidden and informal tacit agreement between the foreman and workers. Argyris just proposed the concept of psychological contract, but no more specific definition.

Psychological contract further studies and theorized by Kotter that psychological contract was a hidden contract among organizations and individuals including about what they were due, what they deserved. These notions above show that the psychological contract is a kind of subjective understanding on the relationship and what they were due among employee and employers

Rousseau (1995) defined the psychological contract as the set of individual beliefs of a person in relation to the reciprocal obligations and benefits established in a relationship of exchange. The exchange's outcome influences the conduct of both the organisation and its employees. However, Rousseau emphasizes in her definition the unipersonal and subjective nature of the employees' interpretation of the psychological contract, which could lead to different aspects on the terms of the psychological contract between employer and employee.

People usually thought of the psychological contract as a set of beliefs that employees had about their shared duties. Psychological contract exist exchange relationship between organization and employees. In Psychological contract exchange relationship can distinguished in two dimensions one is relational contract and other one is transactional contract (Mac Neil, 1985).

The company gave employees long-term job security in exchange for loyalty, being open to changes at work, and working long hours. A relational contract is one that is based on emotional transactions. In a relational contract, there is an emotional exchange of social-emotional resources over time. Employees believe that by being loyal, they would get promotions that will help them grow their careers in the company and job stability.

Employees were given high reward, performance rewards, training and career development by the organization at the expense of working overtime and working beyond duty (Rousseau, 2001). This type of contract, which is founded on economic transactions, is referred to as a transactional contract; Transactional contracts primarily concentrate on economic exchanges.

Li Yuan identified three dimensions of the psychological contract among Chinese employees. These dimensions encompass three types of responsibility: normative responsibility, interpersonal responsibility, and developing responsibility. Normative responsibility indicates that the organization offers economic benefits to employees, who in turn must fulfill their duties according to established rules; interpersonal responsibility suggests that the organization fosters a social environment and shows concern for employees, who are expected to contribute positively to this social atmosphere; and developing responsibility means that the organization facilitates greater development opportunities for employees, who are motivated to exert more effort. Consequently, there is no singular definition regarding the dimensions of the psychological contract. As time and society evolve, people's perceptions and psychological conditions undergo significant changes. Therefore, varying periods yield different results.

A breach of the psychological contract results is associated with the violation of the agreement, where the individual responds emotionally, often with increased resentment and anger. Breach of psychological contract depends on many factors that are related to both sides. Restructure and downsizing of organization decrease organization part of exchange.

There are following factors that would lead to breach of contract.

- Worker job performance
- Intention to leave work
- Job satisfaction
- Organizational commitment
- Decreasing trust
- Work environment
- Organizational objective
- Social relation

According to Rousseau employer had seven responsibilities in the employees' psychological contract. The employer held seven responsibilities within the psychological contract of the employees. The employees, in turn, had eight responsibilities in their psychological contract.

Table 1

Employer responsibilities	Employees Responsibilities
Promotion	Working overtime
High reward	Loyalty
Performance rewards	Voluntarily engages in the work beyond the call of duty
Training	Notify your quit in advance

Long-term job security	Accept Internal Work Adjustment
Career development	Do not help rivals
HR support	Do not disclose secret
	Remaining with the company for at least two years

If both the parties fulfill responsibilities that would lead to committed workforce and decrease abstains or workforce turnover and organization will achieve strategic objective throw human resource.

Herriot and Manning conducted a study on the psychological contract, discovering that there were 12 responsibilities of employers outlined in these contracts. Additionally, these contracts revealed seven responsibilities of employees.

Organizational commitment

If we think to consider committed employees to be important assets, practitioners and researchers should work together to find ways to foster commitment in employees. That will lead commitment towards to organizational success. As a result, A key objective of this research was to explore the dispositional factors that lead to organizational commitment.

The main important goal of all management is to create a good work culture, which is depicted in values, norms, and management style, all of which work together to increase commitment. In today's corporate climate, Business Organizations will strive to achieve high levels of performance while minimizing absenteeism and turnover. Committed worker is key to achieve organization objective. An organization will try creating or maintaining committed employees. For Committed employee different organizations will try different approach to create committed employees. Now HR manager does not have solely responsibility to create and retain committed workforce now it has emerged as interdisciplinary and integrated approach to development of human resource and retain them. In changing environment, it is essential to retain committed employees because committed workforce gives higher productivity and they less like to leave organization.

Organizational commitment is defined as "the psychological tie between employees and their employers that makes it difficult for employees to willingly leave their employers" (Allen and Meyer 1990). The most accepted definition for organizational commitment was proposed by Mowday, Porter, Steer(1992) as "The relative strength of an individual's identification with and involvement in a particular organization and can be characterized by a strong belief in and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the of the organization and a strong desire to maintain membership of the organization." According to the writers, commitment is shown by an employee's motivation to perform well in an organisation and his aim to maintain the relationship without wanting to move to another (Mowday et al.).

Allen and Meyer first distinguished two types of organisational commitment: emotional attachment and cost attachment. Meyer and Allen discovered another dimension, duty, after more investigation. These writers highlighted three main components of organisational commitment: emotional orientation or affective commitment, cost-based orientation or continuation commitment, duty (moral), responsibility, or normative commitment.

Conclusion

One primary objective of this study was to go beyond research that centers on the connection between psychological contracts and organizational commitment. The psychological contract and affective commitment are closely inter-related. Employers who fulfill their obligations and meet their employees' expectations are more likely to foster a sense of emotional attachment and commitment among their employees. This, in turn, can lead to benefits such as increased job satisfaction, better performance, and lower turnover rates. Both the psychological contract and the continuance contract are important aspects of the employment relationship, they serve different purposes. The psychological contract is more focused on the employee's perceptions of the employment relationship and can have a significant impact on their motivation and commitment. The continuance contract, on the other hand, is a more formal agreement that outlines the specific terms and conditions of the employment relationship, including compensation and benefits. This study, we hope, will lead to additional theoretical developments and systemic investigations of dispositional and situational influences (i.e. Psychological contract and other also) on organizational commitment. Employee-employer exchanges are the foundation of productive employment relationships, since they are defined by mutual understanding and shared obligations among all concerned parties, as well as their reliance on each other's commitments. The alignment of psychological contracts between employees and employers, as illustrated here, can benefit both parties within an employment relationship.

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