

An Investigation into the Relationship Between Organisational
Adaptability and Employee Commitment in Different Organisational
Departments in an Irish Manufacturing Organisation.

by

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A thesis submitted as part fulfilment of the award Master of Arts in
Human Resource Management
National College of Ireland.

Submitted August 2021

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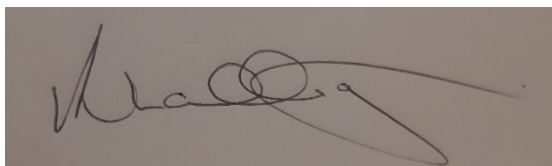
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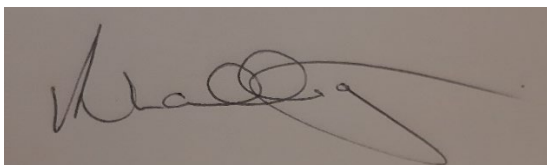
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Dedication

I would like to dedicate this research to our daughter Kate. Your smiles, hearty laugh and loving cuddles fuelled this process. This is all for you and I hope that someday you might read it and be proud.

Acknowledgements

I would like to take this opportunity to extend my enormous gratitude to numerous people.

Firstly, I would like to thank my husband Ronan enormously for his fantastic support and encouragement throughout. Without his support this would not have been possible. His patience, and selflessness made the process manageable.

To my lecturers for their knowledge and capabilities to teach during such challenging times. Although this was a challenge for us as students distance learning was a new challenge for many lecturers too. Thank you all.

Thanks is offered to my supervisor Pauline Kelly Phelan. Pauline's understanding, and support was just what I needed.

I extend my gratitude to each participant of this research, as without them taking time out of their day to complete the questionnaire this thesis would not have been possible. For that I am grateful.

Thanks to my parents for putting me through my undergrad which put me in the position to be able to undertake this postgrad, I want to thank them for their support and encouragement.

To those who provided me with feedback, you know who you are. It is greatly appreciated.

Also, to my friends who were there when needed, be it those who I met along this journey or the friends who I've known for years. Without your encouragement and sense of community I may not have reached this final stage. Alex deserves a special mention, her willingness to provide guidance when I found myself unsure, support when things got tough, and be a generally amazing person to have supporting me along this journey. Alex, you're one of a kind. Stacey, for your encouragement and timely

reminders that I was doing fantastic and so close to the finishing line (exactly when I needed it most). Having friends on a similar journey certainly helped. You are both amazing people.

Thank you all tremendously.

Kelly.

Abstract

The principal purpose of this research study is to investigate if there is a relationship between *organisational adaptability* and *employee commitment* within an Irish manufacturing organisation. The principal investigator believes that organisational adaptability may have an impact on employee commitment levels. Employee commitment is believed to be important in securing highly skilled employees, reducing staff turnover, and placing an organisation in a prime position within the competitive business environment.

Past research and literature which investigates organisational adaptability and employee commitment relevant to this current research is examined. A vital aspect of this research is the COVID-19 pandemic. COVID-19 is not important for its research input as this is a unique period and little research has been conducted however this unique period has provided a multitude of research opportunities.

The participants of this research consisted of N=34, which were a mix of production and office-based workers within an Irish manufacturing organisation within the midlands. Organisational adaptability was rated on a scale of 1-5 and employee commitment was measured by participants completing the TCM Employee Commitment Survey. Numerous statistical analyses were run to analyse the obtained data including two Pearson correlation coefficient, a linear regression analyses and an independent samples t-test. Results indicated that there was no statistically significant relationship between organisational adaptability and employee commitment within this organisation. The null hypothesis was accepted however the COVID-19 pandemic has provided a valuable research opportunity irrespective of the investigation results. This opportunity was utilized to investigate the potential implications of *organisational adaptability* on *employee commitment*.

The research limitations and the potential of a type two error may have impacted these results. Further limitations are also explored, and further research in relation to these variables are recommended.

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Abbreviations

SPSS= Statistical Package for the Social Sciences

HR=Human Resources

IT= Information Technology

SM= Survey Monkey

OA = Organisational Adaptability

EC = Employee Commitment

CHAPTER ONE

INTRODUCTION

In this chapter, the research question is introduced, and in addition the key contributing factors outlined.

1.1 Introduction

Human Resource Management research spans a large dimension of research topics. However, concerns are raised within organisations regarding the impact that change can have on their employee's relationship with the organisation, as well as the change itself (Fedor, Caldwell and Herold, 2006). The primary purpose of this research is to investigate the relationship between *Organisational Adaptability* and *Employee Commitment* within an Irish manufacturing organisation. This introductory chapter will briefly outline some of the past research surrounding the variables of interest: *organisational adaptability* and *employee commitment*.

1.2 Main Concepts

First and foremost, definitions of the two principal variables will be provided to provide a solid understanding of the concepts of interest in this work. Organisational adaptability has been defined concisely by Birkinshaw and Gibson (2004) as:

“the ability to move quickly toward new opportunities, to adjust to volatile markets and to avoid complacency” (p.47).

The environmental dynamics and adaptability of manufacturing organisations have in recent years gained academic interest with how firms adapt with the intent to gain a superior position in the competitive business environment (Tuominen, Rajala, and Moller, 2004). There has been a variety of past research conducted investigating *organisational adaptability* and *employee commitment*, however, both have mainly been investigated independent of each other. These variables, alongside other factors will be examined in chapter two. For example, Uhl-Bien and Arena (2018) examined leadership for organisation adaptability-leaders putting organisations and their workers in a position to adapt. They note how important adaptability is for an organisation in such a fast paced and changing world. Similarly, Amah and Baridam

(2012) investigate how adaptability can influence Nigerian banking industries organisational effectiveness. A second area of research which trends independent of organisational adaptability is employee commitment. Employee commitment can be defined as:

“organizational and task commitment, and is related to personal, job and organizational characteristics” p.243,

with the intention of examining the relationship between the characteristics of commitment and organisational effects (Nijhof, de Jong, and Beukhof, 1998). There is an abundance of research investigating different factors which influence employee commitment including the psychological contract (Anggraeni, Dwiatmadja & Yuniawan, 2017), and emotional labour (Hofmann and Stokburger-Sauer 2017) for example. Nongo & Ikyanyon (2012) investigated Adaptability and Commitment by investigating Adaptability as one of four factors of corporate culture that influence employee commitment to selected organisations in Metropolis. The COVID-19 global pandemic is explored as it provided the principal investigator with the opportunity to investigate the potential relationship between organisational adaptability and employee commitment.

There have been many areas of investigation in both organisation adaptability and employee commitment. Organisational change and its impact on employee commitment have been investigated and is relevant to the current research as adaptability overlaps with change, i.e., adaptability is the ability to change. Research presented in this work focuses on a subjective evaluation of data captured from an Irish manufacturing organisation based in the midlands. This medium sized organisation consists of 94 employees. The site comprises of two departments: office and production departments.

1.3 Aims & Purpose of the Current Study

The overriding aim of the current study is to investigate the hypothesised relationship between *organisational adaptability* and *employee commitment*. Within it contains four main hypotheses, followed by a null hypothesis:

1. There is a correlation between adaptability and employee commitment within the production workers.

2. There is a correlation between adaptability and employee commitment with office-based workers.
3. Low adaptability results in low commitment and high adaptability results in higher commitment of employees.
4. There is a difference in commitment levels between the production and office-based employees.
5. Null Hypothesis: There is no difference in employee commitment levels within either department.

1.4 Structure

This research paper will be broken down into chapters, each providing ease of reading. There will be a total of seven chapters, followed by a reference chapter and an appendix. See the below outline for a view of the remaining chapters.

Chapter 2 provides a review of the relevant past literature surrounding *organisational adaptability* and *employee commitment*, tying in with other factors which are either impacted by or influence the above. It provides the reader with an understanding of the past literature and provides a foundation for the development of the research question of this current paper. Next, the research aim, objectives, and hypotheses are presented.

Chapter 3 presents the research methodology. Within this the ethical considerations, the participant recruitment process, and the procedure are highlighted.

In *Chapter 4* the results of the statistical analyses are presented.

Chapter 5 is the discussion which examines multiple aspects including the findings, strengths and limitations of the current research, the implications of these findings, as well as the suggested future research.

Chapter 6 is the concluding chapter and is the final research chapter within this paper. It provides an overall conclusion and final word in relation to the current research. Recommendations are also part of this concluding chapter before the reference chapter and appendix chapters.

CHAPTER TWO

LITERATURE REVIEW

In this chapter the principal investigator presents a contextual overview of the fundamental topics of the research. Section 2.2 describes organisational adaptability, section 2.3 examines the COVID-19 global pandemic, 2.4 examines employee commitment, 2.5 retention, and 2.6 describes the implications that research has for a human resource team. The purpose of this chapter is to provide the reader with an understanding of the current literature surrounding the research topic of interest, which are *organisational adaptability* and *employee commitment*.

2.1 Organisational Adaptability

Existing research has well explored and defined the concept of organisation adaptability (Basadur, Gelade, and Basadur, 2014; Tuominen, Rajala, Moller, and Anttila, 2003). However, more recent works published by Schulz and Pinkow (2020) aim to present a formal definition as

“The ability of an organisation to recognise the need to change and seize opportunities in dynamic environments”.

The prevalence of multiple organisational adaptability definitions poses a threat to the generalisability of such research. The evidential discrepancies between all available definition poses as a threat to research generalisability. However, the most recent work by Schulz and Pinkow provide a concise applicable definition. There are obvious challenges associated with the development of a unified definition due to cultural, societal and organisational differences however the development of this would aid research. Currently organisational adaptability research spans a wide research area. Kennerly and Neely (2003) highlight that the business competitive environment is dynamic and is constantly changing placing a demand for organizations to adopt their strategies and policies to reflect these changes. Although their research specifically looks at performance measurement it provokes thought for the impact that change requires and the demand on an organization to be adaptable. Other research investigates for example innovativeness and adaptability (Tuominen, Rajala, Moller

and Anttila, 2003) in which they predict that a firm's adaptability has a positive impact on their innovativeness.

There is a multitude of works exploring a variety of investigative areas which have been accessed through Research Gate, Google Scholar, National College of Ireland library, and Elsevier; this simply highlights a small number of the resources utilized. For example, one piece of research investigates three concepts alongside each other: adaptability, leanness, and agility in which they are viewed as a form of manufacturing management in a Japanese situation (Katayama and Bennett, 1999). Another alternative perspective to organisational adaptability research has investigated how it can be a mediator for the relationship between organisational performance and capabilities (Lim and Mavondo, 2003) characteristics interact and shape the ability to implement smooth power. However, one must question if this method of implementing smooth power will be possible with all leadership styles and or personality types. More recent research not only proves that organisational adaptability remains an interesting area to research but indicates a level of importance to the concept. Coetzee and Stoltz (2015) take a completely different view of adaptability by investigating it in terms of career adaptability. Like the research of Tladinyane and Van der Merwe (2016) in which a significant positive relationship was found between career adaptability and employee engagement. This perspective although specific to one context concluded that the skills of leaders can have an impact on gaining organisational adaptability.

Organisational adaptability research covers a varying range of research including the investigation of adaptability alongside other concepts and the impact adaptability and three other factors of corporate culture can have an influence on employee commitment, as is outlined in the introduction. Adaptability can be seen as impacting factor and is a concept which is vital during both diverse and challenging times, such as the preceding paragraph examines. Fedor, Caldwell and Herold (2006) conducted a multilevel investigation examining the effects that organizational change has on employee commitment. They investigated both private and public sector spanning 32 organizations. Individuals' commitment to specific change as well as their overall commitment to the organisation was examined. Although this research was in-depth and consisted of many hypotheses one of their more interesting results found overall a change that was not highly favoured by the employees had a negative impact

on both commitment to change and commitment to the organization. Their findings led them to consider the outcomes of organisational change with the intention of gaining a full understanding of the impact on employees. Organisational adaptability is of utmost importance in today's environment not only due to the daily advances in every aspect of the world but because of the natural disasters that can occur placing unimaginable demand on organizations to survive. This leads on to the next section in which an example of such a natural catastrophe is examined.

2.2 COVID-19 Global Pandemic

COVID-19 (also known as coronavirus) is a pneumonic disease caused by severe acute respiratory syndrome (Dashraath, Jeslyn, Karen, Min, Sarah, Biswas, Choolani, Mattar and Lin, 2020). Although there is no definite date when COVID-19 was first discovered, an article has claimed the first case to date back to November 2019 (Bryner, 2020). This disease has placed huge demands on every aspect on the global economy as well as people's lives. The outbreak was acknowledged a worldwide pandemic by the World Health Organisation following the approach of confirmed cases close to 200,000 (Spinelli and Pellino, 2020). It has created political, regional, national, global economic crisis (Karabag, 2020). This pandemic has evidently had an enormous effect on organisations across the world, this opinion is supported by Shaw, Main, Findley, Collie, Kristman and Gross (2020) and they also outline another important point that workplaces will have to make many adjustments because of societal interaction changes that have occurred as a result. Hence, the need for organizational adaptability is immediately evident.

Drastic changes have been force implemented in organisations worldwide, more so than the changes that occurred because of technological and digital advances (Buheji and Buheji, 2020), which too placed large requirements on organisations undoubtedly. These changes were implemented to ensure that organisations could continue to operate during these challenging times. Organisations were forced to adapt and allow and facilitate employees with office or administration roles to work from home (Kaushik and Guleria, 2020). Employees were required to work from home when and where it was physically possible for example. This put demand on organizations to completely alter their daily procedures. From experience the writer can share an example of some practices that were implemented to ensure the safety of employees who worked in organisations which were considered essential businesses.

The implementation of temperature checks on arrival to work, shifts finishing a period earlier than normal to ensure that there is no crossover between shifts ensuring less contact is made between employees. Screens have been placed in office spaces where those employees are required to be physically present in work and the well-known two metre social distancing have been implemented. Some examples of essential business' include grocery stores and medical device manufacturing operations. The unique circumstances provided by the COVID-19 global pandemic present an opportunity to explore and investigate the importance of adaptability for organisations, not only in the everyday circumstance, but also in the difficult and an ever-changing environment. An opportunity to explore the extent, if any, does adaptability have an impact on employee's commitment levels towards that organization.

Due to the ongoing nature of COVID-19, research relating to its short-term and long-term impact on organisations is limited. Evidently the pandemic placed huge demand on organizations, but it is important to consider the impact it has on employees also. Employees were also required to adapt to new working methods, locations, and procedures, hence, other aspects of the employees working life have also been impacted. The business economy has been hugely impacted by the global pandemic. For example: Employer Brand which is the way that an organisation differentiates itself from other employers in the labour market allowing them to compete for, recruit, and retain the best talent (Peters, 2020). This is a simple everyday example of how an organisation must have the ability to adapt: alter their employer brand should they be losing potential employees to competition or even more detrimental to a business, lose current employees' due to their lack of commitment because of low commitment levels due to their true employer brand not reflecting what they promote. This is a simple but inciteful example which highlights exactly how one factor can influence another. It also leads directly to the next variable for examination within the proposed research.

2.3 Employee Commitment

Employee commitment has gained research interest (Meyer, Allen and Smith, 1993). Mueller Wallace and Price (1992) further argue that although there has been a surge in the interest towards the concept of employee commitment, advances towards understanding the concept will not be made until distinctions are made and recognised between the different forms of employee commitment. They discuss how the work of

sociologists has led to the formation of two concepts of organisational commitment: emotional attachment of an employee to an organisation which they reference the work of Kalleberg and Berg, (1987) and others. Commitment is viewed as an intent to stay in the second concept. Their research notes the importance of differentiating both concepts from others forms of commitment such as career commitment and work commitment. Intent to stay is the conceptual definition that will be used for the purpose of this research because it incorporates the employee's intentions to stay a member of the organisation and is similar to economists view of employees weighing the costs and benefits of continuing employment vs leaving to join another organisation (Mueller et al., 1992). Aujla and Mclarney (2020) highlight that Meyer and Allen broke employee commitment down into 3 categories: affective, continuance and normative. *Affective* is simply the possession of positive emotions towards the organization which can be displayed in employees through strong identification with the organizations values and goals and it is their own choice to remain an employee within the organisation. *Continuance* is described as remaining an employee of the organization because of feeling as though they would be at a financial loss if they ceased their employment and feel as though they have no choice but to stay with the organisation. The third and final category is *normative* commitment. This is where an individual feels obliged to remain an employee of the organisation. This obligational commitment simply results from strong relationships and bonds with superiors and colleagues within the organization. The writer believes that an employee would feel as though they hold too strong of a relationship with their co-workers to leave and are committed to stay based on the potential deterioration of those bonds and friendships. Clearly there is a large variety of commitment concepts and definitions available which stands to be an issue for research and generalisability of research findings collectively.

Although there is high variability in the definitions and concepts of commitment a large range of organisational/employee commitment research has been conducted. As an example of the broad range of organisational commitment research Taylor, Levy, Boyacigeller and Beechler (2008) conducted a study which incorporated the concept of employee commitment. They investigated how organisational culture, top management and Human Resource Management can impact Commitment in Multinational Corporations. They found that employee commitment was significantly

affected by high performance work practices. Lumlee, Coetzee, Tladinyane and Ferreira (2011) investigated the relationship between job satisfaction and employee commitment and had the ability to conclude from the inferential statistics that there was numerous significant relationships found between the variables. They suggested these findings could have implications for organisational practices and staff retention. Although there is a varying degree of dispute around the concept of employee and organisational commitment definitions there does appear to be past research which identifies factors that may impact employee/organisational commitment. Hence, regardless of the definition used research has still been conducted and provided some interesting findings.

As highlighted in section 2.3 of this chapter there is a varying degree of past commitment research available however researchers appear to refuse making use of previous research and findings according to Meyer, Becker, and Vandenberghe (2004). The authors note that motivational research has been ignored and not considered as an important factor for commitment research. These researchers have taken previous work and developed an integrative framework in which motivation is taken as one of multiple drivers of behaviour. They maintain that motivation and commitment are two different concepts but are related while specifically arguing that commitment itself is a part of motivation, and the combination of both theories of motivation and commitment a better understanding of not only the concepts themselves but workplace behaviour will be gained. Simply explained motivation should be considered as a part of motivation. However, has this research and development further advances the already complex world of commitment concepts and definitions or has it advances it towards a unified understanding and definition?

Further to the information outlined previously in this section 2.3 variety of available concepts and definitions of commitment Meyer and Herscovitch (2001) developed a general model of workplace commitment acknowledging that there are multiple different forms of workplace commitment which a person can develop. The purpose of this model was to explain existing research, be a guide for future research, and a guide for organisations in their management of workplace commitment. It is also suggested that this model can be used as the basis for future research regardless of the context which commitment is being studied. The current study is broadly derived from one of the implications of the previously mentioned model of management. Although

the authors refer to management as activities which are undertaken by the leaders in an organisation the writer believes that management can cover a range of disciplines within the organisation not specific to supervisors or general managers but including an HR manager. An HR manager may implement policies or procedures which aim to increase employee commitment which will be discussed in more detail at a later point. Perhaps this was an attempt at unification of all past research with intent to create a universally accepted applicable model of commitment.

Lack of commitment has an impact on an employee's intentions to remain within their organization, or not and seek alternative employment (Khan, 2018). According to Xerri and Brunetto (2013) employees who are more committed to an organisation are more likely to be concerned with the organisations well-being, hence, employee commitment is an important concept for any organisation to focus on. Arasanmi and Krishna (2019) recently stated that employee retention is a global concern due to the demand and lack of employees with the relevant skills. They also believe that organisations are now more than ever looking at adapting methods to retain their current employees. Retaining current employees should be a simple task if the organisation has high levels of employee commitment; and so, derives the question: can organisational adaptability influence employee commitment?

2.4 Retention

Employees are the most valuable assets to an organisation (Anitha, 2016). Kreisman (2002) highlighted that productivity, commitment, and retention were an immediate issue for the future. Kreisman states that employee retention is of utmost importance for any organisation. Although this is a branch off the direct employee commitment and organisational adaptability research, *retention* is considered important and relevant to this work as it is impacted by commitment according to the findings of Anitha (2016). Anitha found that the three components of commitment: normative, continuance, and affective (based on the model proposed by Meyer and Allen) were positively correlated with employee retention. Hence, if employees are committed to the organisation retention levels should remain high if. Therefore, retention is relevant as it can be directly impacted by commitment. It is important to note that retention is not a variable in the current research yet remains important and a potential area of investigation for future research.

The ever-evolving economy places high demand on organisations to not only keep up but anticipate new innovations such as technological advances to compete with the worldwide competition (Kyndt, Dochy, Michielsen, and Moeyaert, 2009). The retention of the skilled employees is vital for organizations not only in terms of functioning as discussed in section 2.4, but in terms of competitiveness also. Hence, if commitment levels can have an impact on retention, then it is important to note the importance of retention research also. One could question if employee commitment is high or low what impact this will have on their intent to remain with their employer hence having a knock-on effect on the organisations staff retention levels. Khan (2018) investigated if staff training could have an impact on both employee commitment and retention to find that providing employees within the private sector with training may lead to employee retention. They also found that a committed workforce will reduce the intentions to seek new employment, hence having a committed workforce decreased turnover. Although retention is not considered as a direct variable within this work, the principal investigator acknowledges the importance in which employee retention can be influenced by adaptability and commitment. Such expanded approaches are to be considered as part of future work.

2.5 Implications for HR

Research takes place for many reasons be it scientific, social sciences or business purposes. It is the opinion of the writer that research takes place with the intention of gaining information and or results of a question at hand. For example, scientific research could include trials of medication or vaccinations as was carried out at an unprecedented rate during the COVID-19 pandemic to fast track the development of vaccinations. However, research does not always have to be conducted in the format of trials or mixed methods which was utilised by Kooij, Jansen, Dijkers, and de Lange (2014) for example. Methods such as interviews can be employed, as was by Collins, Eriksen and Allen (2004). An alternative method is questionnaires/surveys as was employed by Agostini, Nosella and Filippini (2017) yet the overall objective remains the same, gain answers to the underlying question. The point is that each piece of research can have huge impacts for the world. In terms of HR any business research can be important as it can provide major implications for policy implementation and or working procedures. Policy implementation is the change process which decisions are turned into procedures, programmes, and practices

according to DeGroff and Cargo (2009). As an example of the complexity and importance of research Zott and Amit (2010) outline how they built on previous research developing an alternative perspective on business models: activity system business model. Like the above outlined examples, the purpose of this research is to provide organisations with research-based evidence that either yes organizational adaptability has an impact on employee commitment, or no adaptability does not impact employee commitment. Furthermore, it has the potential to highlight the need for organizations to implement policies which ensure they are constantly practising the most current and up to date procedures, as well as adapting to the needs of their employee and the business economy. Such approaches highlight the importance of implementing research methods within an organisation, and how they can be positive for organisations and a human resource team. These approaches would provide information and can also introduce many aspects of change placing demand on management and HR to implement new policies on top of their previous workload. Hence, although research generally provides a positive contribution, it can also cause demand on an organisation through the implementation of new procedures or policies, time requirements, and the financial cost.

2.6 Summary

Evidently, there has been a variety of research conducted in the above areas examining not only the factors themselves but also investigating factors which may impact the variables of interest for the current study. Boylan and Turner (2017) make an interesting comparison between the business economy and war. They outline how they are both similar in terms of unpredictability and both require adaptability including new and innovative methods to succeed over their competition. Adaptability is mentioned as an essential quality for the success of an organisation, and this is evident based on not only the known ever changing business economy but also events such as Covid-19 or the Information Technology advances. Even though there has been a wide variety of research conducted which covers both variables (employee commitment and organisational adaptability) a gap in the literature has created a niche for this research study.

Although a wide area which covers a multitude of different aspects has been investigated still no research has considered how employee commitment could be influenced by organisational adaptability i.e., the influence one might have on the

other specifically. Yes, the work of Nongo & Ikyanyon (2012) examined adaptability and commitment however this was limited as adaptability was investigated as one of four factors of corporate culture which could impact commitment in Metropolis. This is a miniscule touch on the concepts at hand and does not investigate how organisational adaptability may impact employee commitment. The intensive review of the available past research identified a gap in the literature, which highlighted the need to investigate the proposed research.

Currently, little investigation has been conducted to examine organisational adaptability as an independent factor potentially having an influence on employee commitment as is outlined above. Multiple other areas of investigation have been carried out spanning organisational commitment, adaptability and retention and an extraneous number of other variables however fail to investigate the impact of adaptability on commitment. The intention of this research is to investigate if an organisation's ability to adapt in diverse times has an influence on their employee's commitment in an Irish manufacturing workforce. This will be investigated through means of scales in which the scores will be analysed through using statistical analysis. Although the potential influence of these two variables on one another is a relatively new area of investigation it has the potential to provide important insight to employers as to whether their ability to adapt in challenging diverse world has a positive impact on their employee's commitment in manufacturing organisations. This research is important because should a significant amount of further research be conducted employers may be able to factor in organisational adaptability as a method of growing employee commitment to the organization. It is also vital to note that as the future is unpredictable in terms of crisis such as Covid-19 as well as the ever-changing economic environment this current research has the potential to serve as a foundation for the investigation into organisational adaptability and employee commitment research. Should further research be carried out it is beneficial not only in terms of aiding organisations with their employee commitment by understanding if their adaptability can impact such factors but also place emphasis on the importance on adaptability and commitment. Also, should a further global crisis occur then the organisation may already be prepared in terms of adaptability and employee commitment. Based on the above examined research and the general model of commitment one derives the question of influencing factors on commitment. Finally,

Organisational Adaptability a potentially influencing factor on Employee Commitment has not yet been examined, hence, the current research.

Figure 1 is a conceptual framework and provides a concise graphical view of this work, clearly stating the variables involved.

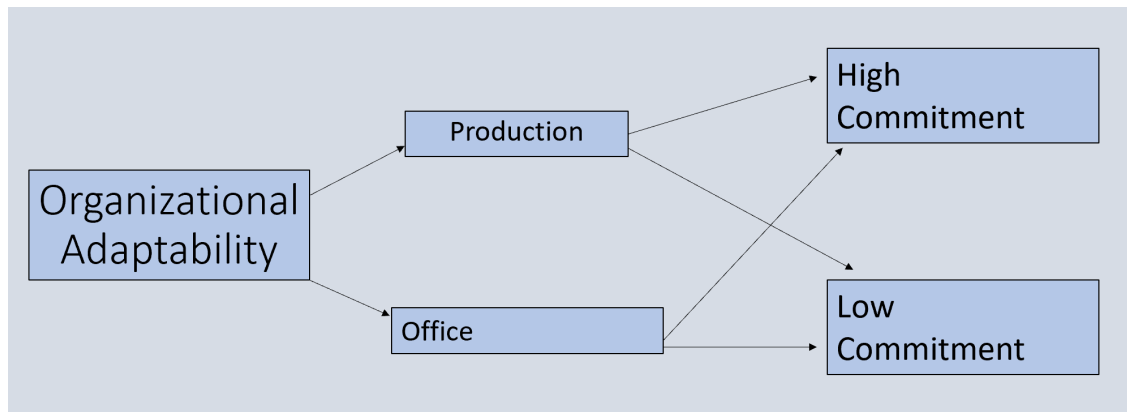


Figure 1: Conceptual Framework

2.7 Rationale

Although the current research investigates both variables which are being used in this study-organisational adaptability and employee commitment, past research has failed to investigate both variables together and how one may impact the other. The current global pandemic has evidently provided many challenges in every aspect of the world, and most certainly provided difficulties for the business world. Adaptability became a vital characteristic for organisational success, and the researcher found upon conducting a brief overview of the available past research that *employee commitment* is also an important factor when striving for both organisational success and competitiveness. It is obvious from the above examined literature that there is a wide variety of research investigating both these variables independent of each other and the researcher wishes to investigate the idea that both could be correlated and have meaningful impacts on one another.

2.8 Research Aim

The research aim of this current study is to investigate if there is a relationship between organisational adaptability and employee commitment within the two departments of a manufacturing organization. The research contains multiple objectives:

- Investigate the potential relationship between organisational adaptability and employee commitment in the manufacturing organisation.
- Uncover a potential relationship between low/high adaptability and employee commitment.
- Investigate if one department maintains higher committed employees than another.

Currently, there is no past research investigating organisational adaptability and employee commitment, hence, this work contributes a significant amount to the research. A new area of investigation is unveiled within this work examining organisational adaptability and employee commitment and other impacting factors and or factors impacted as a direct result of both. Recommendations for future research are explored in chapter 5.

2.9 Hypotheses

From the research objectives five hypotheses were developed for investigation:

1. There is a correlation between adaptability and employee commitment within the production workers.
2. There is a correlation between adaptability and employee commitment with office-based workers.
3. Low adaptability results in low commitment and high adaptability results in higher commitment of employees.
4. There is a difference in commitment levels between the production and office-based employees.
5. Null Hypothesis: There is no difference in employee commitment levels within either department.

CHAPTER THREE

METHODOLOGY

In chapter three, the research methodology is presented. An in-depth overview of the format of research, data collection, participant recruitment and ethical considerations are discussed.

3.2 Research Methods

Existing research have explored both qualitative and quantitative approaches within Human Resource research. In this work, the principal investigator has methodologies. This decision was driven by key influencing factors including the global pandemic. Surveys can be completed remotely and as such provide participants and the principal investigator with a safe environment during this time. Qualitative research methods were not suitable for the purpose of this research as this type of data are obtained through methods of interviews, verbal, typed or written speech (Saunders, Lewis and Thornhill, 2019). Mixed research methods which include the use of both quantitative and qualitative data collection was also unsuitable as the researcher could not use qualitative data for the purpose of the study. Quantitative research methods were employed. This method was selected because a likert scale was the response option on the questionnaire. This allows for the data to be converted to numerical values for statistical analyses. Quantitative research methods were also selected due to the current global pandemic and the difficulty with gaining access to participants. A survey platform and sharing of the link to this questionnaire was the best available option. Both secondary and primary data were utilized for the purpose of this research. Secondary data was the information provided in chapter 2, the literature review and primary data is the data collected by the principal investigator. Organizational adaptability is an ordinal variable in this research. Nominal variables include age and gender which will be used for the purpose of descriptive statistics.

Conclusively, the principal investigator employed quantitative data collection methods which consist of a questionnaire. This questionnaire consisted of likert scale responses. The questionnaire employed was based upon the Three-Component Model (TCM) by Meyer and Allen. The full version of this questionnaire including the scoring method and academic users guide is available in Appendix B.

This approach was chosen due to multiple factors: the COVID-19 pandemic and the impact it has on participant recruitment, the ability to provide the questionnaire using an online platform.

3.3 Research Participants

A total of 34 respondents participated. There was an even split between male and female gender (16 male and 16 female) and 2 participants identified their gender as *other*. These participants were all obtained from one manufacturing organization within the midlands of Ireland. All potential participant sampling methods including snowball sampling, simplified random sampling, stratified, clustered, and convenience sampling were carefully considered before deciding the most appropriate sampling method for the purpose of this study was convenience sampling. Convenience sampling was chosen for numerous reasons: the current global pandemic provided a difficult environment for the researcher to obtain participants due to the requirement of individuals to socially distance and limit their movements, secondly the researcher did not have access to the whole Irish manufacturing industry hence, numerous sampling methods were ruled out on this basis. Convenience sampling was applied for the purpose of providing participants with the opportunity to complete the questionnaire at their own wish to ensure no coercion was prevalent.

3.4 Ethical Considerations

Much consideration took place to ensure no participants could be negatively impacted because of their participation in this research. Furthermore, a research proposal was developed before the commencing of this work. This proposal was submitted to an ethics committee.

See below for ethical considerations.

- Due to the current global pandemic no physical contact was made with the participants to ensure that there is no potential spreading of COVID-19 caused by this research project. This precaution is taken to ensure the safety of both the participants and the researcher and acknowledges how unethical it would be to put participants in a position that may make them vulnerable and at risk of catching and or spreading COVID-19.
- Participants remained anonymous so there is no risk of their identity becoming available.

- Participants were not offered a reward so there was no potential for coercion- all respondents participated at their own free will, again reducing the risk of unethical behaviour.
- No participants were from a vulnerable population which is any individual under the age of 18 or any individual over the age of 65 years old.

3.5 Procedure

Following the research, compilation of the literature review, conceptual framework and research aim first and foremost, the researcher sought permission from the Company to base their research on the organization. Once permission was granted the researcher was able to create a Survey Monkey (SM) account as this was the platform that was used to provide the questionnaire to the participants. The next step was the researcher typing all the demographic and questionnaire questions into SM to create the overall questionnaire. The TCM Employee Commitment Survey was used (Employee Commitment, 2021). Once this was completed SM provided the researcher with a link which allows participants to simply copy and complete the questionnaire. This link was then added to the bottom of the information sheet and this information sheet was then dropped to the organization where it was placed on the notice board in the staff canteen. This remained available for potential participants for two weeks. A full overview of the information sheet can be found at *Appendix A*. At the beginning of the questionnaire participants were required to tick a box to provide their consent to participate within this research. Due to the nature of the online survey setup, participants were not presented with the questions until they completed a consent subsection to proceed. Participants could not proceed if they did not provide their consent. Also, some demographic questions were asked at the beginning of the questionnaire to gain information for the purpose of descriptive statistics. See *Appendix C* for demographic questions.

As there had been a COVID-19 outbreak within the organization the researcher was unable to enter the building for safety reasons hence rendering the researcher unable to speak to each team individually. Once the questionnaire was completed by some participants the researcher received an email to inform them of the responses. Following the two weeks the data from the completed questionnaires was derived from the survey monkey website (see *Appendix B* for questionnaire). Following the collection of the data the principal investigator was then able to spend an adequate

amount of time totalling the questionnaires while carefully ensuring that all reverse scored questions were scored correctly. The totalling of the questionnaires transformed this questionnaire data into numerical data allowing the researcher to conduct the statistical analyses. Once all questionnaires had been totalled the principal investigator was then able to organise the data before input into SPSS.

Once this process was completed, results were re-checked to ensure validity. Following this, IBM SPSS was updated to ensure all data types and variables were correctly labelled and identified. Next, the principal investigator began their analyses as the data was organised and filed correctly. Once these analyses were run the researcher was able to interpret and report the data. Following this the principal investigator noted the limitations of the research and began the write up of this paper.

3.6 Conclusion

In chapter 3, all aspects of the research methodology were presented. Conclusively, quantitative research methods were applied for the purpose of this research as statistical analysis requires numerical data. Convenience sampling was used due to the current pandemic and government guidelines and the impossible position the researcher was in to try to obtain a whole population. Convenience sampling also provided safety in terms of one of the ethical considerations, no coercion. With the convenience sampling participants are participating at their own wish which ensures that no coercion is prevalent. Further ethical considerations were examined and enforced to ensure that the safety of the participants. The final section of this chapter consisted of the procedure in which the whole process of this current research is documented to provide a complete understanding of the steps which took place to conduct the research.

CHAPTER FOUR

ANALYSES & FINDINGS

In chapter four, the results of the statistical analyses are presented. Descriptive statistics are provided for the purpose of providing a demographic view of the sample obtained. Inferential statistics were employed to investigate the research hypotheses. These results are provided within this chapter. IBM SPSS was the software used to analyse the data obtained. Quantitative data analyses including both descriptive and inferential statistics were run for the purpose of this research. Parametric statistics were run as the dependent variable was measured continuously.

4.1 Introduction

Firstly, descriptive statistics were obtained to gain and understand of the range of ages of the participants, i.e., which age group was most common and was there a larger number of male participants than female participants for example. Descriptive statistics also provide a simple visual display of the data. They are also believed to form the basis for statistical analysis (Trochim 2006). The Shapiro wilk test of normality was conducted to test if the data was normally distributed. Once the descriptive statistics were obtained the researcher then began the analyses for the inferential statistics. The first two analyses that were run consisted of two Pearson correlation coefficient analyses. The third analysis was linear regression, and the fourth was an independent samples t-test.

4.2 Descriptive Statistics

The descriptive statistics provided the researcher with a clear view of the distribution of gender in which there was an even distribution between male and female (16 male and 16 female) was displayed however the histogram was skewed due to the 2 participants who selected 'other' as their gender. Furthermore, the descriptive statistics provide a clear view of the frequencies of some of the variables. The 35-44 age group was the most frequent group with 12 of the overall participants selecting this group. The 25-34 age group was the next most common with a total of 11 participants from this group. See Figure 2 for a visual display of all age category breakdown.

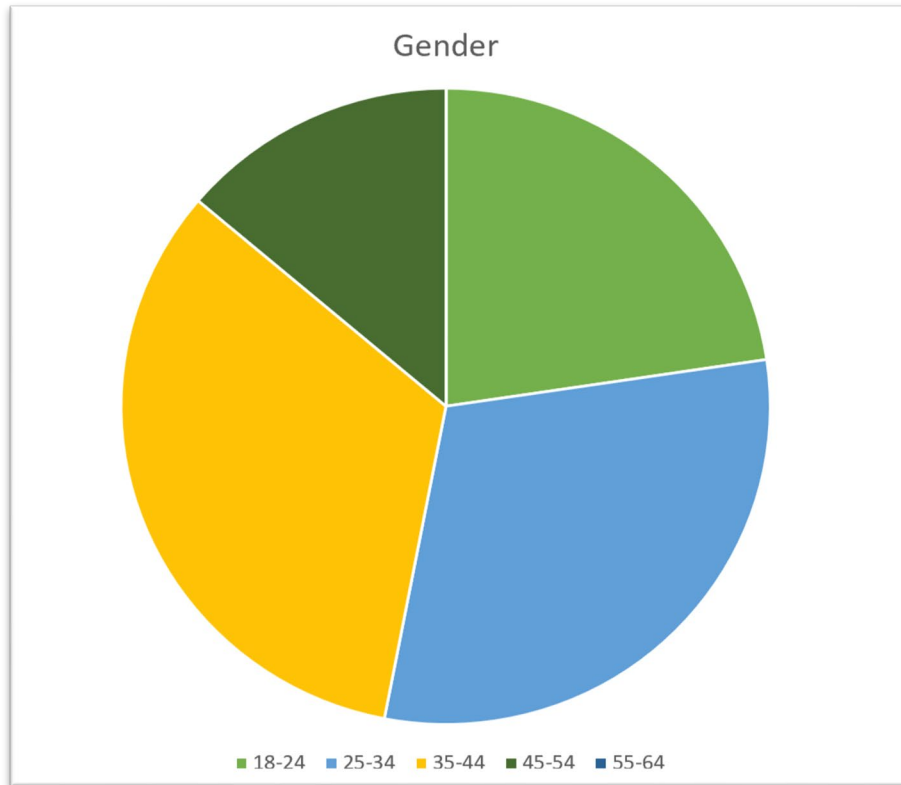


Figure 2: Age Category Breakdown

Next is the Adaptability Score. The most common selected score was 3-could have been better. See table 1 for a display of adaptability ratings.

Adaptability Score

	Number of selections	%
Limited adaptions	7	20.6%
Could have been better	19	55.9%
Most adaptions were made	8	23.5%

Table 1: Adaptability Ratings

Participants departments were not evenly distributed either with most participants belonging to the production workforce-see table 2 for the distribution of departments.

Department

	N=Number	%
Production	23	67.6%
Office	11	32.4%

Table 2: Distribution of Departments

Mean score for production adaptability was 2.8 with a standard deviation of 0.58, while the mean score for Office adaptability was 3.5 with a standard deviation of 0.69.

The Shapiro wilk test for normality was conducted to examine if the data was normally distributed. This analysis was used as the dataset contained less than 40 participants. This was an important test to run because an assumption of the Pearson correlation coefficient analysis is normally distributed data. The variables production adaptability, office adaptability and commitment were tested.

Both Production and Office adaptability had statistically significant normality results which imply that yes, this data indicates a statistically significant difference to normally distributed data, hence, this data is not normally distributed. See Table 3.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
OA	0.332	11	0.001	0.756	11	0.002
PA	0.358	23	0.000	0.745	23	0.000

a. Lilliefors Significance Correction

Table 3: Test of Normality Results

Both production and office adaptability scores were not normally distributed and had skewed histograms. Production adaptability had a leptokurtic right skewed histogram (See figure 3). Office adaptability had a left skewed histogram (See figure 4).

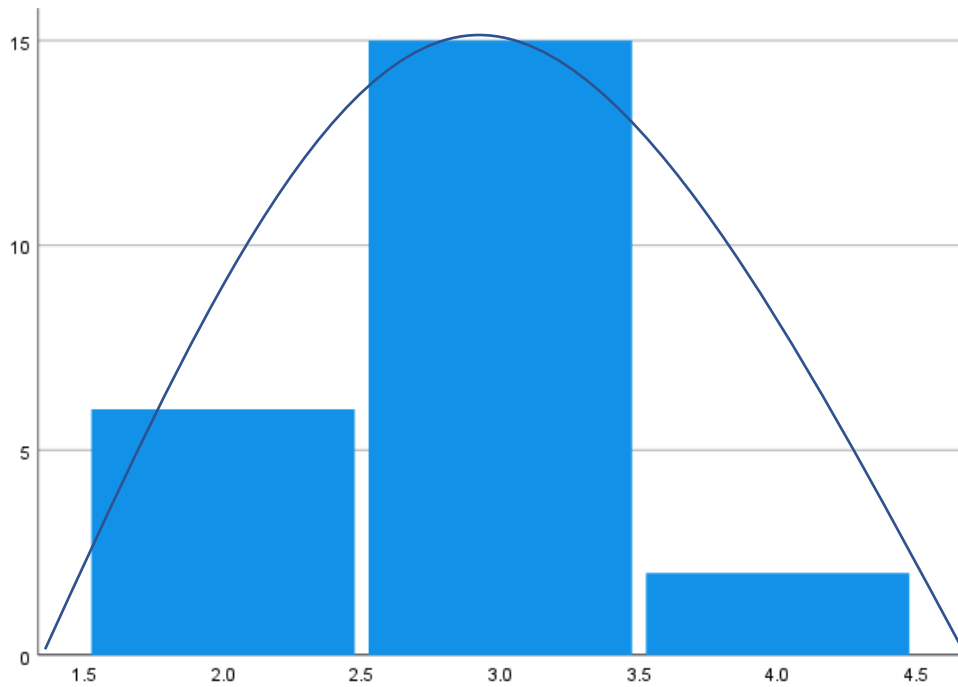


Figure 3: Production Adaptability (*mean*= 2.83, *Std. Dev.*= 0.576, *N*=23)

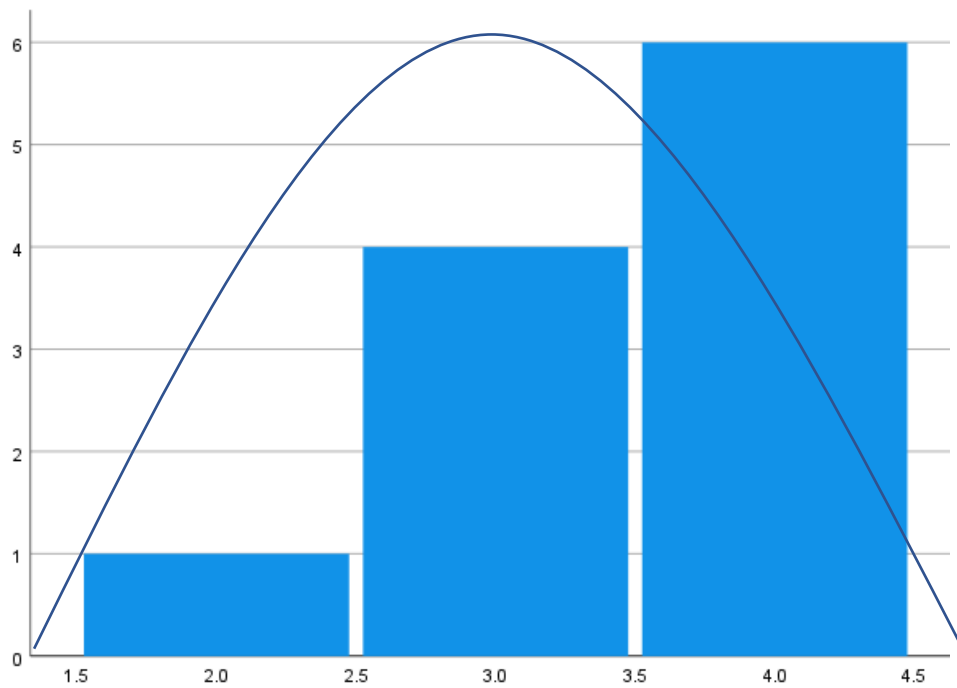


Figure 4: Production Adaptability (*mean*= 2.83, *Std. Dev.*= 0.576, *N*=23)

Interestingly, the commitment scale data also did not show to be normally distributed. The results of this normality analysis were $p=0.798$ which suggests a non-statistically significant result indicating that the data is not normally distributed. The histogram was multimodal displaying multiple peaks, although on initial inspection one might view the histogram as a symmetric distribution. Closer inspection reveals multiple peaks of kurtosis with a slightly right-skewed distribution. See figure 5 for a visual display. Although these exploratory descriptive statistics provide the researcher with an indication of the dataset distribution they should be interpreted with caution as this analysis is sensitive to sample size.

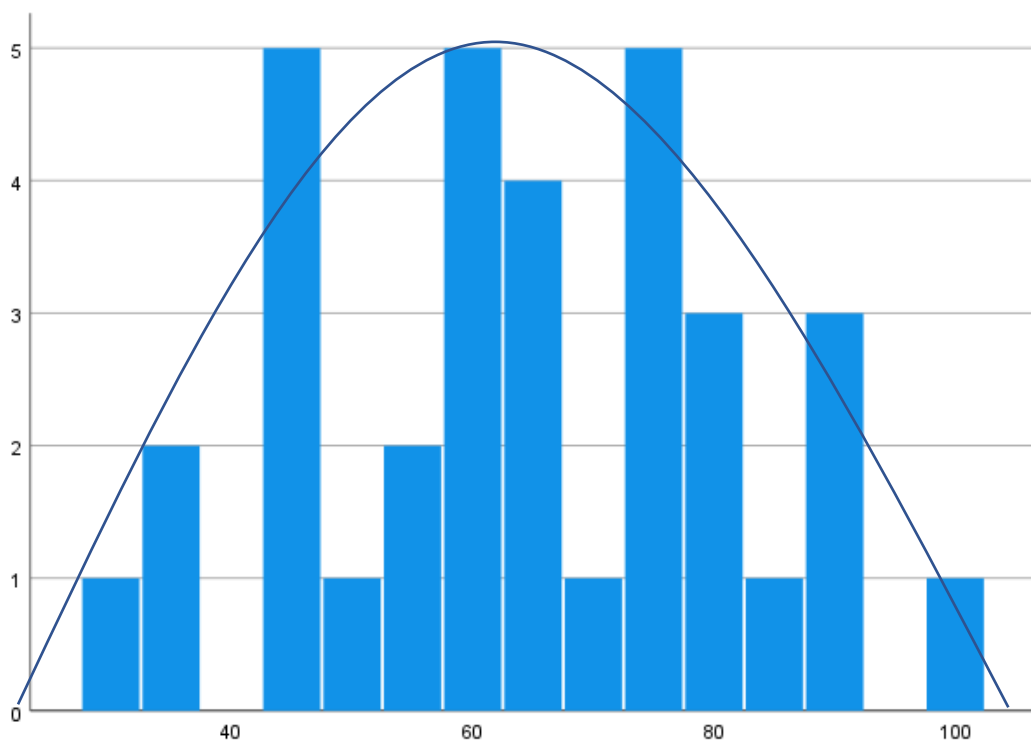


Figure 5: Commitment Scale Data Distribution (mean=64.29, Std. Dev.=17.40, N=34)

4.3 Inferential Statistics

Following on from the descriptive statistics results is the inferential statistics results.

4.3.1 Pearson Product moment correlation coefficient results

This correlation coefficient analysis was run to investigate if there was an association between the two variables production workers and employee commitment.

The relationship between production adaptability and commitment was investigated using Pearson product-moment correlation coefficient. Preliminary analysis was

performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity**. There was a weak, positive correlation between the two variables ($r = 0.15$, $n = 23$, $p = 0.51$).

** = preliminary analysis produced results which indicated a violation to the assumptions of the Pearson correlation coefficient analysis, however the researcher proceeded to run the analysis. The limitations of this violation will be discussed within the discussion section which will follow below.

The large p value indicated within these results suggests that there is a high probability that the results obtained occurred due to chance and simply not enough evidence to suggest that this relationship exists with the sample examined. It is important to note at this point that the significance level used for the purpose of this research is 0.05. See Table 4 for correlation results.

Correlations

		PA	CQ
ProductionAdaptability (PA)	Pearson Correlation	1	0.146
	Sig. (2-tailed)		0.506
	N	23	23
CommitmentQuestionnaire (CQ)	Pearson Correlation	0.146	1
	Sig. (2-tailed)	0.506	
	N	23	34

Table 4: Correlation Analysis

4.3.2 Pearson Product moment correlation coefficient results

This analysis was run to investigate the correlation between office adaptability and commitment.

The relationship between office adaptability and commitment was investigated using Pearson product-moment correlation coefficient. Preliminary analysis was performed

to ensure no violation of the assumptions of normality, linearity and homoscedasticity**. There was a moderate, negative correlation between the two variables ($r = -0.34$, $n = 11$, $p = 0.31$).

** = preliminary analysis produced results which indicated a violation to the assumptions of the Pearson correlation coefficient analysis, however the researcher proceeded to run the analysis. The limitations of this violation will be discussed within the discussion section which will follow below.

Again, like the results from hypothesis 1 the large p value indicates that there is a high chance that the results obtained occurred due to chance. Although a moderate negative correlation is presented it is not deemed statistically significant as it is larger than 0.05. See Table 5 for correlation results.

Correlations

		CQ	OA
CommitmentQuestionnaire	Pearson Correlation	1	-0.335
	Sig. (2-tailed)		0.314
	N	34	11
OrganisationalAdaptability (OA)	Pearson Correlation	-0.335	1
	Sig. (2-tailed)	0.314	
	N	11	11

Table 5: Correlation Analysis

4.3.3 Linear regression analysis.

Results show a miniscule correlation between adaptability and commitment of 0.066 with no statistical significance 0.35. The R Square value of 0.004 indicates that only .4% of an increase in adaptability can be accounted for with commitment levels

increases. This suggests that there is no meaningful increase commitment levels based on adaptability increases.

4.3.4 Independent samples t-test.

An independent samples t-test was conducted to compare commitment levels between office workers and production workers. There was no statistically significant difference in scores between the two groups. $t(32) = -1.27$, $p = 0.21$, two-tailed, Cohen's $d = 0.456$. The results show a mean score of 61.7 for production workers commitment score and 69.7 for office workers commitment scores. Levene's test for equality of variances was 0.40 with $p=0.53$ and a significant (2-tailed) value of 0.21 indicates a non-statistically significant result as it was not less than 0.05 which is the requirement for statistical significance. Hence, these results indicate that the hypothesis is not accepted, there is no statistically significant difference between the commitment levels of production workers and office workers.

4.4 Discussion & Conclusion

The overriding purpose of this chapter was to provide the results of the statistical analyses which were run to test the four main hypotheses of this research. Descriptive statistical results provided demographic information and show that from the 34 participants more than half of those worked in the production department of the organization. The inferential statistical analyses show that there were no statistically significant correlations found for hypotheses 1 & 2, a miniscule but statistically insignificant correlation between organizational adaptability and employee commitment was found for hypothesis 3, and hypothesis four also found no statistically significant difference between the mean commitment scores of production and office workers. Although the literature review examined a multitude of research and their findings it is difficult to relate the current findings to those within the literature review as the prime purpose of this research was to advance past research by investigating a new concept. Although the current research aim of this research derives its origins from the literature review it is difficult to relate new research findings to related but unrelated concepts. The literature review in this research provided literature which unveiled a niche in the literature from which the researcher developed the current aims, and these findings are limited with their generalisability.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter serves multiple purposes. It is not only to discuss the results of this research but to highlight the limitations and the implications said research has for future research as well as practical implications for organizations.

5.2 Findings

Ultimately, hypothesis 5 (the null hypothesis) was accepted as the four main hypotheses were all rejected due to statistically insignificant results. This simply indicates that the overall research aim “to investigate if there is a relationship between organisational adaptability and employee commitment within the two departments of a manufacturing organisation” has been investigated and no significant relationship between organizational adaptability and employee commitment was found, hence, all four hypotheses were rejected.

Based on the results of the descriptive statistics there were some surprise findings; production adaptability was scored lower than office adaptability. This may have some practical implications for the organization. They may need to investigate why their production department was viewed as more adaptable than their office department and should this difference in adaptability show true, they should aim to have both departments equally as adaptive.

5.3 Strengths

This research contains both strengths and weaknesses. The weaknesses will be examined in the following section. However, the strengths are examined as following. A strength of this research was the ease of analysing. Collection of the data was a relatively simple task, and the numerical data was easy to work with in comparison to the data that would be obtained should qualitative research methods been employed and interviews have been the chosen form. A further strength was the cost effectiveness, as the questionnaire was distributed using the online platform the cost was low-no paper or ink required, no hours on end conducting interviews for the principal investigator. Furthermore, additional strengths can be identified. This ease

of implementation via an online platform could be taken advantage from an organisational perspective. Organisations could implement the use of questionnaires as a method of continuous long-term evaluation. For example, the examination of employee commitment following work environment changes.

5.4 Limitations

There are numerous limitations involved in this research. One large aspect of this research provides more than one limitation, sample, and sample size. A direct limitation resulting from the obtained sample is the lack of generalisability of the findings. The sample that was obtained is not a true sample from the whole Irish manufacturing population. Sample size also caused a second limitation. As a result of a COVID-19 outbreak within the organisation the researcher was unable to go and speak to each team to discuss what participation entails. The researcher acknowledges that Zoom is a platform which would have allowed direct communication with the potential participants, however, due to the time restraints it was not possible to facilitate this. This is a drawback for the research given had the principal researcher been able to speak with potential participants, they would have been provided to ask any questions they may have had and ultimately participation numbers would have been higher, hence, providing the statistical analysis with more power and the overall results may have been more reliable. Sample size alone is a large limitation and limits the generalisability of these findings.

It is acknowledged that probability sampling is the recommended sampling method if using inferential statistics according to Quinlan (2011) however, due to the time constraint and lack of access to the whole population of manufacturing employees this renders probability sampling impossible for this current piece of research. This is an acknowledged but unavoidable limitation of the proposed research study.

Generalizability of these research findings is evidently very limited not only because of the lack of population access but also because of the lack of a general commitment definition. As there is no universal or agreed upon definition of the concept it leaves potential for all researchers to be selective of the definition they wish to apply. On this assumption the researcher wishes to highlight that commitment can be defined as different concepts or maintain different meaning within each piece of research. When viewing the commitment literature, one must be careful to take note of what definition

is used in each research paper. As each piece of research or organization may have a different definition of employee commitment it provides a difficult environment for employee commitment research to be applied or generalized.

It is important to note that the tests of normality were run to ensure that the data was normally distributed. Normally distributed data is a requirement of certain statistical analyses. However, the dataset obtained for this research was not normally distributed hence the assumptions of the t-test analysis was not met and the data should be interpreted with caution.

Another limitation of this current research is the potential that a type two error may have occurred. A type two error is simply that no relationship was found, when in fact a relationship does exist. This may have occurred due to a set of important related factors within the dataset: Power, Effect Size, and Sample Size. It is possible that the statistical analyses software SPSS did not have enough power because of the small sample size. Although the effect size cannot be impacted by the sample size, the effect size of 0.45 for hypothesis 4 would be considered a moderate effect size should the analysis have been statistically significant, however, this was not the case. As discussed above, sample size may not only have provided two above outlined limitations but may also have contributed to the occurrence of this potential type two error.

5.5 Implications for organisations

There are potential implications for organizations following these findings. It may intrigue organizations to consider alternative potential factors which may have an impact on their employee commitment levels. If employers become interested enough in potential employee commitment influences, they may fund further research. Policy implementation is another implication if further research supports the hypothesis that adaptability is correlated with commitment. This policy implementation could involve simply implementing a policy to ensure that the organization strives to be consistently adaptive and keeping up to date with the surrounding business environment and world in general. For example, if many office-based organizations decide to work from home in the future and this organization has an adaptability policy implemented then the organisation will strive to be adaptable and provide their employees with the opportunity to work from home also.

5.6 Implications for future research

This research has implications for future research. Although the current research has many limitations the researcher feels as though it opens many doors for future research. Firstly, future research could consist of the same research but obtain a larger sample to investigate if there is a true relationship between organisational adaptability and employee commitment levels. A larger sample will provide the statistical analysis with more power reducing the risk of a type 2 error occurring again. Furthermore, it sparks interest for alternative potential employee commitment influences. Exploratory research could investigate what alternative factors have an impact on employee commitment levels; if organizational adaptability does not have an impact on employee commitment levels, are there other factors which do?

In terms of the past literature this research simply bridges a gap and aims to initiate further research investigating organisational adaptability and employee commitment collectively, alternatively developing further research with both variables independent of each other. The current research draws back to past research by sharing mutual variables be it either employee commitment or organisational adaptability and although it is difficult to directly relate this research back to the past research it has provided a stepping-stone for the current research to take place.

5.7 Past Organisational Adaptability and Employee Commitment Research

In terms of the past organisational adaptability and employee commitment research it is difficult to relate the current findings back as there was no statistically significant findings. The purpose of the current research was to bridge a gap in the research and investigate if there was a relationship between those two variables. As no relationship or correlation was found this current study is viewed in the opinion of the researcher as a foundation for future research to investigate this potential relationship. One cannot infer a relationship that does not exist only advise that based on the past research and the limitations of this current research a type two error may have occurred and further investigation is suggested. Although it is difficult to relate the current findings to the past literature the researcher has highlighted the following points as to how this current research is related. In terms of organisational adaptability past research, the *organisational adaptability* definition used for the purpose of this research is based on the work of a definition explored in the literature review by Schulz and Pinkow (2020), and although the researcher hypothesised that there be a

correlation between organisational adaptability and employee commitment to find no significant correlation this research is related to past research not by directly copying or trying to reproduce any other organisational adaptability literature explored but by investigating adaptability as an alternative potentially influencing factor for other variables such as *employee commitment* for the purpose of this research. Ultimately, although this research has not found any significant relationship between both variables which the researcher believes is a result of a type two error as is examined in the limitations above-section 5.4 it does advance the past research by expanding the variables which are examined surrounding organisational adaptability-be it the factors that impact organisational adaptability directly (organisational adaptability being the dependent variable) or the factors that are impacted by organisational adaptability (organisational adaptability being the independent variable).

In terms of the COVID-19 pandemic literature that was examined in chapter two, this factor was examined to highlight the importance of adaptability in all aspects of running an organization because it is simply not enough to be able to upkeep and remain adaptable in terms of the business environment, but organisations need to possess the ability to adapt in adverse times such as a global pandemic. It is vital to note how unpredictable these events are-hence adaptability is a vital possession for all organisations such they wish to succeed. Again, as most of the COVID-19 literature examined scientific data surrounding the pandemic it is impossible to relate the current findings back to this. The principal investigator emphasises that the COVID-19 literature within the literature review was for explanation purposes. Employee commitment is the second variable which was examined in the literature review and lead to the development of this research aim. However, like the organisational adaptability research the past employee commitment research cannot directly advance the literature as is mentioned above the purpose of this research is to advance the past research and investigate a new area. However, the current research does add to the past research pool by investigating a new area, albeit finding no correlation between the variables it is still significant research.

CHAPTER SIX

CONCLUSION & RECOMMENDATIONS

The purpose of this conclusive chapter is to provide an overall summary of this research and the contributions it has made to the literature, outline how and where it failed and to provide recommendations for future research involving these topics as well as how this research is applicable in an organisational context.

6.1 Summary

Overall, this research may not have advanced the current theory around *organisational adaptability* or *employee commitment* research however it has advanced the literature by providing a foundation for new research. It has provided an alternative viewpoint on the potential influences of employee commitment and may be the result in further investigation surrounding the factors which may impact employee commitment-be it organisational adaptability or alternative potential influences. This may then lead to further research and the potential of theory development which could be highly beneficial for organization and or policy developers. Conclusively, this research has taken an alternative viewpoint on organisational commitment and has the potential to influence a new method of cognition around the concept. Not only is there potential for a new area of research surrounding employee commitment, the findings of this research highlight that there are departmental differences in terms of adaptability. Is it possible that departmental adaptability may impact other factors such as employee satisfaction for example? Those who feel as though their department do not adapt well may be less satisfied, feel more negative towards their employer, form poor relationships with their superiors because of this reason. Basically, does organisational adaptability impact factors other than employee commitment?

A shortcoming that must be noted within this research is the variables that were examined. The researcher believes that in hindsight they should have controlled for the number of years in employment with this organisation-i.e., control for the number of years each participant worked with the company. They believe that the employees who have been working for a shorter period with this organization may have been less committed than those who have invested many years of their life with the organisation.

I.e., those who are in long term employment with the organisation may be committed because of their time invested with the company rather than the adaptability of the company. This factor should be controlled for moving forward. A further flaw of this research was the inability to speak with the potential participants. As outlined previously, the researcher believes that should this pandemic not have restricted access to the sample they may have received more participants should they have spoken to the employees of the organisation and provided them with time to ask any questions regarding the research. Yes, the researcher provided an email address for people to email should they have had but this would have required more of their time and effort which would not have been required if the researcher had the opportunity to speak with them and be physically present. Again, this is a factor which should be considered moving forward.

The research tool which was used may have been too demanding on the participants. There was quite a long list of questions to be completed within the questionnaire and the researcher suggests that further examination of alternative questionnaires should be conducted before this research be replicated.

6.2 Recommendations

Moving forward the researcher believes that further investigation and or research is required to investigate the potential relationship between organisational adaptability and employee commitment. In the future, researchers wishing to replicate this research should consider several alternative procedures which are to follow. Should this research be replicated the researcher suggests that a more representative sample be obtained. The most representative sample would consist of the whole Irish manufacturing population. This has the potential to allow the researcher to employ a different sampling method. Probability sampling is the suggested method to employ which relates back to the recommendation of Quinlan (2011) who states that probability sampling method is the most applicable when the researcher intends on running inferential statistical analyses. As mentioned in the conclusion previous, numerous shortcomings were found within this research on retrospection. These shortcomings were listed above and followed by recommendations which should be considered before attempting to replicate the above research. Briefly, an alternative questionnaire should be sought, the researcher should aim to speak with the potential participants to provide an opportunity to air any questions they may have about the

research or their participation. Also, the limitations of this research were examined within the discussion section of this paper. These limitations should also be considered before replicating this research to provide the best possible improvements on this research. As mentioned previously, the descriptive statistics uncovered some surprising data which revealed that the production department was scored to have less adaptability than the office department. This might be a potential area which renders further investigation as mentioned above as their adaptability may be impacting other factors relating to their employees. The fact that this research did not find any significant relationship or correlation between organisational adaptability and employee commitment was surprising due to the proposed hypotheses. These findings as already stated are believed to be the result of a type two error and further investigation is certainly required.

6.3 CIPD Recommendations

The purpose of this section is to provide recommendations to the organisation. These recommendations are provided for the purpose of organisational improvement based on the findings of this work. Three recommendations are provided as well as the timeline in which they should be implemented followed by the predicted cost associated with implementation.

6.3.1 Recommendation 1

Based on the findings of this work the principal investigator recommends that the organisation conduct further investigation into the relationship between organisational adaptability and employee commitment. From the extensive literature searches that were conducted employee commitment was unveiled as an important contributing factor to employee retention. Based on this and the findings of this work it is suggested that the organisation employ a researcher to conduct further research. Benefits of this research can improve the organisational knowledge on their employee commitment levels and the influencing factors of commitment within their organisation. It is suggested that this recommendation be implemented within the following 6months. The predicted timeline for the completion of this recommendation is 18 months. This will provide the researcher with adequate time to conduct the research and provide the organisation with complete results. The cost associated with this recommendation consist of employing a researcher (approximately €30k-€40k per Anum), providing the researcher with a working space and all the required tools and software (approx.

€20k-€25k). Total financial investment for this recommendation is estimated between €50k-€65k per Anum.

6.3.2 Recommendation 2

Furthermore, a second recommendation is made to implement an employee retention policy. This task can be assigned to a human resource manager as they will ascertain the necessary knowledge regarding employee retention.

It is advised that this recommendation be implemented within the following 8 months. As this is a policy its timeline is indefinite hence it has an unlimited completion time. The cost of this implementation will vary hugely depending on the current human resource department within the organisation. If the organisation already employs a human resource manager, then the financial costs will remain relatively low for this recommendation. However, if the organisation does not employ a human resource department, then a human resource manager must be employed. The estimated financial cost of this is approximately €40k-€60k per Anum. Again, a working environment is required with the necessary tools made available to them to carry out their duties which is estimated at a cost of approximately €15k. Total financial investment estimated at €55k-€75k per Anum.

6.3.3 Recommendation 3

The third and final recommendation is that the organisation implement a monthly employee commitment survey. This will allow for the organisation to not only gain an insight into the monthly commitment levels of their employees but also allow them to track commitment levels throughout the year and examine obvious trends and such. This recommendation should be implemented within the following 3 months. Again, this is an ongoing project and there is no indefinite timeline. The costs associated are much smaller in comparison to recommendation 1&2. A monthly survey requires an online platform for employees to access, complete and submit their survey. SurveyMonkey is an example of such an online platform and the cost of an annual subscription to their service is approximately €500. As there should already be a general manager or human resource manager employed if recommendation 1 has been implemented then there is no requirement to hire additional employees to summarise the data obtained from the survey as this can be completed by management already in employed.

The implementation of these explored recommendations would be a highly beneficial investment for the organisation. The findings from this work have highlighted some aspects of the organisation which can be improved by these recommendations.

6.4 Conclusion

As a final word, this research has provided an alternative viewpoint on the potential influences of employee commitment which undoubtedly require further exploration. This research not only advances the past literature surrounding both organisational adaptability and employee commitment but serves purpose for organizations in general. Although these findings are flawed, future research, regardless of whether a correlation between both variables is found or not is important for organisations in the opinion of the researcher. Should a relationship be found between organisational adaptability and employee commitment then organisations can implement a policy to increase their adaptability with the intentions of increasing their levels of employee commitment which the writer believes in turn should decrease their staff turnover and improve their retention rates placing them in a position of retaining the correct and highly skilled employees which are required to put them in a position of competitive advantage. Competitive advance should then in turn provide the organization with high success rates the writer believes.

CIPD Personal Learning Statement

The process of completing the MA in Human Resource Management at the National College of Ireland provided an abundance of challenges aside from the expected academic difficulties involved. Not only did the Covid-19 pandemic impact the whole learning experience as all lectures were virtual but it also impacted the whole research process as it was more difficult to obtain participant and physically attend the organisation due to an outbreak.

I began this master's programme at 6 months pregnant while working full time. This provided its own challenges. In February, our daughter was born, and I have learned a lot about my capabilities from this whole process. My ability to not only multi-task but also my ability to switch from mammy mode to student mode thought me how versatile I really can be. As well as showing me that the courage and drive I maintain is enormous and will be of huge benefit to me as a professional.

This whole process has been tremendously rewarding. Although at times stressful given my circumstances it is fantastic to look back on my achievements. Completing this dissertation has enhanced my time management skills enormously and highlighted the importance of being consistent with your workload.

The research topic which I chose was of genuine interest to me and stemmed from both my current employment position and the past research surrounding both organisational adaptability and employee commitment. I work in a manufacturing environment and previous to pregnancy I worked on the production floor however the production floor was no longer a suitable or safe place to work when I was pregnant. From this my role changed to an office-based job-all while the Covid-19 pandemic was happening. This sparked interest in the differences between both departments and the different adaptations that were implemented, hence, my research which led me to the research question.

This postgraduate degree has most certainly shown me that anything and everything is possible when you put your mind to it. Not only has it though me my personal strengths but also that these strengths do not just apply within the home and can be applied in a professional environment also.

Studying Human Resource Management at a postgraduate level having studied psychology as an undergraduate degree was initially daunting. Once I found my feet and grasped the business aspect, I soon realised how much I genuinely enjoyed learning about the practicalities of what we were learning. It was simple to see how applicable our coursework is in a business environment.

Although this MA has thought me a lot about myself including my capabilities it has also highlighted numerous things in which I still need to work on. Although I never missed a deadline or assignment submission date without valid medical reason I still feel as that my time management skills can be improved for example. Even though I evidently learned a lot throughout this process, I am of the strong opinion that every day is a learning day, and I will always be able to advance both my knowledge and skills. For example, although I learned important skills such as critical thinking, this is a skill that requires further development. As a final word, completing this thesis and masters programme has been highly a highly rewarding, eye opening and overall enjoyable process.

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Appendix A

Participant Information Sheet

Research Title: An investigation into the relationship between organisational adaptability and employee commitment in different organisational departments in an Irish Manufacturing organisation.

This information sheet provides you with the information and details regarding the proposed study. Please read it fully and ensure you fully understand what participation in this research project entails. Should you have any questions please ensure you contact the researcher before you proceed with the questionnaire. It is important to note that this questionnaire *must not* be completed by those who are under the age of 18 or over the age of 65.

You have the right to withdraw from the research project at any stage, you can do so by contacting the researcher directly on the below contact details.

Who is conducting this study?

My name is Kelly Halligan and I am a final year student in the National College of Ireland's Master in Human Resource management program. I am completing this study in part fulfilment of my dissertation study.

What is the purpose of the study?

The aim of this study is to analyse the impact of organisational adaptability on employee commitment levels.

Do I have to take part?

No, you can participate in this research by completing this questionnaire entirely at your own wishes. Participation is voluntary. If you wish to withdraw from the study before completions of the scale, simply close your browser window. However, if you are happy to complete the questionnaire, please note that all responses are stored in a method that ensures all responses are anonymous and confidential. These will be stored in a password protected external hard drive. Please note that the results obtained

from all questionnaires will be collectively compiled and statistically analysed to provide an overall answer to the research questions. These results will form part of the research dissertation which will be submitted for examination and grading, as well as the dissertation as a whole being provided to the college for display and sample purposes. It is important to note that individual questionnaire results will not be available to any person but the researcher and it is only the overall research results that will be used.

What does this scale involve?

The scale used in this research should take no longer than approximately 15 minutes to complete. There is no time limit on the questionnaire, and should you require a break you are free to do so. Your answers will not be saved until you submit the completed questionnaire.

What will happen to the results of the research study?

The results will be compiled with the results from other participants then statistically analysed. They will be used as part of my postgraduate research dissertation for my master's in human resource management qualification. As explained previously, all information will be gathered anonymously and will not be linked to the candidate in any way. The data will be collected and stored securely until 2026 after which time it will be deleted.

Please do not hesitate to contact me via email should you require additional information or should you have any questions. You can contact me at the following email address: x20118724@student.ncirl.ie.

Please copy the following link into your internet browser to participate.

<https://www.surveymonkey.com/r/8PV2CN3>

Appendix B

TCM Employee Commitment Survey Academic Users Guide 2004

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TCM Employee Commitment Survey Academic Users Guide

Based on the Three-Component Model (TCM) of commitment (Meyer & Allen, 1991; 1997), the *TCM Employee Commitment Survey* measures three forms of employee commitment to an organization: desire-based (affective commitment), obligation-based (normative commitment) and cost-based (continuance commitment). The survey includes three well-validated scales, the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS).

Each is scored separately and can be used to identify the “commitment profile” of employees within an organization. This academic version of the TCM Employee Commitment Survey was prepared for those who intend to use the commitment scales for academic research purposes.

Original and revised versions of the scales are provided in Appendix A. This guide provides background information on the development of the commitment scales and addresses general issues pertaining to their use. Appendix B provides a list of references that you can consult for more information.

Why is commitment important?

Commitment implies an intention to persist in a course of action. Therefore, organizations often try to foster commitment in their employees to achieve stability and reduce costly turnover. It is commonly believed that committed employees will also work harder and be more likely to “go the extra mile” to achieve organizational objectives. Research has consistently demonstrated that commitment does indeed contribute to a reduction in turnover (see Tett & Meyer, 1993; Meyer,

Stanley, Herscovitch, & Topolnytsky, 2002). But, there is a caveat to the assumption regarding its impact on performance.

Research conducted to test the three-component model of commitment has demonstrated that commitment can be characterized by different mindsets – desire, obligation, and cost (see Meyer & Allen, 1991, 1997). Employees with a strong affective commitment (high ACS scores) stay because they *want to*, those with strong normative commitment (high NCS scores) stay because they feel they *ought to*, and those with strong continuance commitment (high CCS scores) stay because they *have to* do so.

Research consistently shows that employees who want to stay (high ACS) tend to perform at a higher level than those who do not (low ACS). Employees who remain out of obligation (high NCS) also tend to out-perform those who feel no such obligation (low NCS), but the effect on performance is not as strong as that observed for desire. Finally, employees who have to stay primarily to avoid losing something of value (e.g., benefits, seniority) often have little incentive to do anything more than is required to retain their positions. So, not all commitments are alike (for summaries of the empirical evidence, see Allen & Meyer, 1996, 2000; Meyer et al., 2002).

How do I use the Commitment Survey?

There are two versions of the TCM Employee Commitment Survey – original and revised (see below). Both include statements (items) pertaining to employees' perception of their relationship with the organization and their reasons for staying. After reading each item, employees indicate the strength of their agreement by selecting a number from 1 (strongly disagree) to 7 (strongly agree). In the original version of the survey, there are eight items for each the three commitment scales: ACS, NCS, and CCS. In the revised survey there are six statements for each scale. (Note: A new version of the CCS has recently been developed based on accumulating evidence that the original scale reflects two underlying dimensions, personal sacrifice and lack of alternatives (see Allen & Meyer, 1996) and that the personal sacrifice dimension corresponds more closely to the continuance commitment construct as it was originally conceived (see Allen & Meyer, 1996; McGee & Ford, 1987; Meyer et al., 2002). For more information on the new version of the CCS, its development and psychometric properties, see Powell and Meyer, 2004.

For both the original and revised versions of the survey, the items in Appendix A are grouped according to scale: ACS, NCS, and CCS. For purposes of survey administration, we recommend that the items from the three scales be mixed.

For scoring purposes, employees' responses to all of the items *within* a scale are averaged to yield an overall score for each of the three components of commitment (see below for more detail). Although it is also possible to sum the item scores rather than averaging, this can create some problems if employees fail to respond to some items. The existence of *missing data* will have a much greater impact on total scores than on average scores. Of course, if employees fail to respond to a large number of the items (e.g., more than two or three per scale), their scores will be suspect and probably should

not be interpreted. (Note: The existence of missing data can be problematic for the analysis and interpretation of any employee survey.)

There are several different ways to address this problem. For a more detailed discussion of this issue and the options available, see McDonald, Thurston and Nelson (2000) and Roth, Switzer and Switzer (1999)).

Note that some of the items in the commitment scales have been worded such that strong agreement actually reflects a lower level of commitment. These are referred to as “reverse-keyed” items (identified by “R” after the statement) and are included to encourage respondents to think about each statement carefully rather than mindlessly adapting a pattern of agreeing or disagreeing with the statements. For the same reason, we typically recommend that items from the three commitment scales be integrated for purposes of presentation in a paper or web-based survey. For scoring purposes, however, it is important that (a) scores on reverse-keyed statements be recoded (i.e., 1 = 7, 2 = 6, ... 7 = 1) before scoring, and (b) averages are computed based only on items relevant to the specific scale.

Scores computed by combining items from the different commitment scales will *not* be meaningful. If scored correctly, you should obtain three scores, one each for the ACS, NCS, and CCS, for each respondent. These scores should range in value from 1 to 7 with higher scores indicating stronger commitment.

Which version of the survey should I use?

The original version of the ACS, NCS and CCS each include eight items. The revised scales include six items. The two versions of the ACS and CCS are very similar – the choice between the two might best be made on the basis of desired length. The greatest difference between the original and revised versions will be seen in the NCS.

Briefly, the NCS measures employees’ feeling of obligation to remain with the organization. Theoretically, this obligation can arise from two primary sources: socialization experiences and receipt of “benefits” from the organization that require reciprocation on the part of the employee. Items in the original version of the NCS tend to include information about the basis for the obligation, whereas those in the revised version focus more specifically on the feeling of obligation without specifying the basis. The choice between these two versions might best be made on the basis of whether information about the basis for feeling of obligation is relevant. A note of caution is in order here, however. Making inferences about the basis for normative commitment from the original version of the scale might require interpretation of responses to one or a subset of the items. The NCS was not developed for this purpose and scores on single items can be unreliable.

How should I analyze my data?

As noted above, once you have administered and scored the TCM Employee Commitment Survey, you should have three scores for each respondent. For best results, the commitment survey should be completed anonymously. The content of the scales can be quite sensitive and, under some circumstances, employees might be reluctant to respond honestly if they believe that they can

be identified. Therefore, if administered anonymously, interpretation is based on an assessment of the average score and the level of dispersion around this average. This can be done at an organizational level, or at a department or unit level (assuming sufficient numbers).

How these commitment scores are used for research purposes obviously depends on the nature of the research questions being asked. The most common data analytic approach has been to use correlation or regression to examine relations between the commitment scores and scores on other variables presumed to be their antecedents, correlates or consequences. Other strategies involve the use of ANOVA to compare commitment levels across groups. Appendix B provides a list of references where you can find examples of studies pertaining to the development and consequences of commitment as well as narrative and meta-analytic reviews of existing research. In the remainder of this section we focus on approaches you might take to examine the behavioral consequences of employee commitment.

Although the vast majority of studies using the TCM employee commitment measures have examined the independent or additive effects of the three components on outcomes of interest (e.g., turnover intention, turnover, attendance, job performance, organizational citizenship behavior), in the original formulation of the theory, Meyer and Allen (1991) proposed the three components of commitment might interact to influence behavior (see Meyer & Herscovitch, 2001, for a set of propositions concerning the nature of the interaction effects). If so, the nature of the relation between any single component of commitment and an outcome of interest might vary depending on the strength of the other components. Only a handful of studies to date have tested for interaction effects (e.g., Chen & Francesco, 2003; Jaros, 1997; Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989; Randall, Fedor, & Longenecker, 1990; Somers, 1995). Most have found evidence for interactions. This suggests that interpretation of zero-order correlations might be somewhat misleading. Therefore, we recommend that researchers interested in examining relations between the commitment component and various "outcome" measures consider testing for interactions using moderated multiple regression analyses (for more information on this analytic strategy, see Aiken and West, 1991).

Another approach to examining the joint effects of the commitment components on behavior is to conduct commitment profile comparisons (see Meyer & Herscovitch, 2001, for propositions concerning behavior differences across profile groups, and Herscovitch & Meyer, 2002, for an empirical example). Plotting the three commitment scores will yield a commitment profile for the organization, department, or unit. In theory (Meyer & Allen, 1991; Meyer & Herscovitch, 2001) the optimal profile should be one in which ACS scores are high (e.g., above the scale midpoint), and the CCS is considerably lower (e.g., below the scale midpoint). Profiles in which the CCS scores are elevated suggest that many employees may feel "trapped" in the organization. Although this can contribute to a relatively low rate of turnover, our research suggests that such employees will do little beyond that which is required of them. To date, only a few studies have been conducted to make profile comparisons

(e.g., Gellatly, Meyer & Luchak, 2004; Herscovitch & Meyer, 2002). Preliminary evidence is generally consistent with prediction, but more research is needed before firm conclusions can be drawn.

Can I alter the scales to suit my purposes?

It is possible to alter the scales without having a major impact on reliability and validity. The strength of the impact, however, will depend on the nature and extent of the revision. The most common revisions, and their potential effects, are described briefly below. Of course, we can only speculate on what the impact will be in any given situation. The evidence for reliability and validity accumulated through years of research (see Allen & Meyer, 1996, 2000) is based largely on the use of the scales in unaltered form. Therefore, we cannot guarantee that the findings will apply when the scales are modified.

Number of Items. One common modification is to reduce the number of items on each of the three scales, typically as a way of reducing overall survey length. Our experience has been that the scales can be reduced in length to as few as three or four items each without a major impact on reliability. If scale length is an issue, it might be wise to conduct a pilot investigation to assess reliability before conducting the full-scale study. Of course, reliability is only one factor that can affect validity, so even if it can be demonstrated that the reliabilities of shortened scales are acceptable, there is no guarantee that the validity will not be affected. For more information on strategies for scale reduction, see Stanton, Sinar, Balzer, & Smith (2002).

Response Scale. Another common modification is to alter the response scale. Typically, a 7-point disagree-agree scale has been used but, in our experience, a 5-point scale also works quite well. Reducing the number of response options below five is not advised. Obviously, it is important that researchers not directly compare scale scores that are based on different item response scales.

Customizing the Items for the Participating Organization. The items in the TCM Employee Commitment Survey refer to “the organization.” In cases where there may be some confusion about what the organization is, as for example when respondents work for a large subsidiary of an even larger organization, it may be advisable to substitute the relevant organization’s name in the item. In cases where respondents’ organizational affiliations may not be known in advance (e.g., when you collect data through a professional association), it is advisable to modify the instructions to inform respondents as to how you would like them to interpret the term “organization” for purposes of the survey.

Combining Measures. Users who want to measure attitudes other than commitment to the organization might consider mixing statements from the commitment scales with statements from other measures (e.g., job satisfaction). This is certainly possible as long as a common response scale is used. Doing so, however, could create problems. On the one hand, mixing the commitment scales with measures with a very different focus (e.g.,

attitudes toward supervisors, co-workers, compensation systems) can cause confusion for respondents – imagine carrying on a conversation where all of this was being discussed at once. On the other hand, mixing content can lead to artificial inflation of the relationship between scores on the measures. In situations where the other measures are included to help identify factors or conditions in the workplace that might contribute to employees' commitment, or lack of commitment, the inflation of relationships could lead to erroneous conclusions. In light of these potential problems, it is usually advisable to include the commitment measures in a separate section of a more comprehensive attitude survey. A decision to do otherwise should be made with caution. For more information on item context effects, see Schwarz (1999).

Reversing the negatively keyed items. The use of negatively keyed items in attitude surveys is intended to control for acquiescence response bias (i.e., the tendency to respond affirmatively to items regardless of their content). While acquiescence response bias can be a problem, there is some evidence that using reverse-keyed items can create confusion for some respondents. An investigation using the TCM commitment scales indeed found evidence for a small “keying factor” resulting from the use of reverse keyed items (see Magazine, Williams, & Williams, 1996). Therefore, some users prefer to reword the reverse-keyed items to minimize potential confusion.

There has yet to be a systematic investigation of the impact of doing so, but we believe that it will be minimal. Therefore, we suggest that the reverse-keyed items be reworded if there is any reason to be concerned that reverse-keyed items might be a problem for the respondent sample.

Adapting the scales to measure commitment to other foci. Researchers sometimes want to measure commitment to foci other than the organization itself (e.g., occupation, supervisor, work team, customers) and inquire as to whether it is appropriate to simply replace “organization” in the commitment items with a descriptor of the relevant target.

We agree with the importance of acknowledging the multi-dimensionality of all workplace commitments but do not advocate this simple target substitution approach.

The terms of a commitment can be very different depending on the target. For example, staying might be a relevant behavioral outcome of commitment to an organization or occupation, but is less relevant when the target is a supervisor or customer, and not at all relevant with the target of the commitment is a goal or change initiative. Meyer and Herscovitch (2001) recently explained how our three-component model of commitment can be adapted for the study of other workplace commitments.

They also describe a strategy for developing measures of the three components of these commitments. For examples of research that has applied the three component model to other foci, see Becker and Kernan (2003), Bentein, Stinglhamber, and Vandenberghe (2002), Clugston, Howell, and Dorfman (2000), Herscovitch and Meyer (2002), Meyer et al. (1993),

Stinglhamber, Bentein, and Vandenberghe (2002), and Vandenberghe, Stinglhamber, Bentein, and Delhaise (2001).

Translation. Some users might want to administer the commitment scales in languages other than English, either within a largely English-speaking culture, or in a non-English-speaking country or culture. We do not yet have a standard set of translated scales. However, others have translated the scales for research purposes, with varying degrees of success. There are many factors to consider in translating and using measures in countries or cultures other than those where they were originally developed and validated. Below, we provide sources where you can go to get more information about the potential impact of translation and the cross-cultural validity of the three-component model of commitment. For more detailed information about translation and transporting measures to other cultures, see Hulin (1987) and Hui and Triandis (1985).

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APPENDIX A

Commitment Scales

Instructions

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7 using the scale below.

1 = strongly disagree

2 = disagree

3 = slightly disagree

- 4= undecided
- 5 = slightly agree
- 6 = agree
- 7 = strongly agree

Original Version (Allen & Meyer, 1990)

Affective Commitment Scale

- 1) I would be very happy to spend the rest of my career with this organization.
- 2) I enjoy discussing my organization with people outside it.
- 3) I really feel as if this organization's problems are my own.
- 4) I think that I could easily become as attached to another organization as I am to this one. (R)
- 5) I do not feel like 'part of the family' at my organization. (R)
- 6) I do not feel 'emotionally attached' to this organization. (R)
- 7) This organization has a great deal of personal meaning for me.
- 8) I do not feel a strong sense of belonging to my organization. (R)

Continuance Commitment Scale

- 1) I am not afraid of what might happen if I quit my job without having another one lined up. (R)
- 2) It would be very hard for me to leave my organization right now, even if I wanted to.
- 3) Too much in my life would be disrupted if I decided I wanted to leave my organization now.
- 4) It wouldn't be too costly for me to leave my organization now. (R)
- 5) Right now, staying with my organization is a matter of necessity as much as desire.
- 6) I feel that I have too few options to consider leaving this organization.
- 7) One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
- 8) One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice -another organization may not match the overall benefits I have here.

Normative Commitment Scale

- 1) I think that people these days move from company to company too often.
- 2) I do not believe that a person must always be loyal to his or her organization. (R)
- 3) Jumping from organization to organization does not seem at all unethical to me. (R)
- 4) One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.
- 5) If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
- 6) I was taught to believe in the value of remaining loyal to one's organization.
- 7) Things were better in the days when people stayed with one organization for most of their careers.

8) I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. (R)

Revised Version (Meyer, Allen, & Smith, 1993)

Affective Commitment Scale

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel a strong sense of "belonging" to my organization. (R)
4. I do not feel "emotionally attached" to this organization. (R)
5. I do not feel like "part of the family" at my organization. (R)
6. This organization has a great deal of personal meaning for me.

Continuance Commitment Scale

1. Right now, staying with my organization is a matter of necessity as much as desire.
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
4. I feel that I have too few options to consider leaving this organization.
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Normative Commitment Scale

1. I do not feel any obligation to remain with my current employer. (R)
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
3. I would feel guilty if I left my organization now.
4. This organization deserves my loyalty.
5. I would not leave my organization right now because I have a sense of obligation to the people in it.
6. I owe a great deal to my organization.

Note. (R) indicates a reverse-keyed item. Scores on these items should be reflected (i.e., 1 = 7, 2 = 6, 3 = 5, 4 = 4, 5 = 3, 6 = 2, 7 = 1) before computing scale scores.

APPENDIX B

Sources for Additional Information

The most complete and comprehensive source of information about the commitment measures and the three-component model of commitment is as follows.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage Publications.
Additional information on more specific issues can be found in the following sources.

- For information on how the commitment model can serve as the basis for the development and implementation of employee retention strategies, see:

Meyer, J. P., & Topolnytsky, L. (2000). *Best practices: Employee retention*. Toronto, Canada: Carswell.

- For more information about the development of the measures, and evidence for their psychometric properties, see:

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.

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- For summaries of research pertaining to the development and consequences of employee commitment, see:

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49, 252-276.

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- For more information on the interpretation of commitment profiles, see: Gellatly, I. R., Meyer, J. P., & Luchak, A. A. (2004). Organizational commitment and behavior: Testing for interdependencies among three forms of commitment.

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- For information about the cross-cultural generalizability of the model and the impact of translation on the psychometric properties of the scales, see:

Allen, N. J., & Meyer, J. P. (2000). Construct validation in organizational behavior research: The case of organizational commitment. In R. D. Goffin and E. Helms (Eds.), *Problems and solutions in human assessment: Honoring Douglas N. Jackson at seventy*. Kluwer Academic.

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- For information on the relevance of employee commitment in the changing world of work, see:

Meyer, J. P. (1999). Building employee commitment in and era of change: Rx for HRM. *The HRM Research Quarterly*, 3(3), 1-4.

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Appendix C

List of demographic questions:

Please select your gender Male/Female

Please select the age category in which you fit 18-24/25-34/35-44/45-54/55-64

Select which department you work Production/Office

Please rate your department capability to adopt during adverse times (Covid19 for example)

1=No adaptations 2=Limited adaptations 3=Could have been better 4=Most adaptations were made 5=All possible adaptations were made