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# Dissertation Submission

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LEARNER NUMBER	51689898
NAME	Claudia Iveth Peralta Garcia
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“The behaviour of the workforce commitment into Mexican companies during the COVID-19’s pandemic, through the Meyer and Allen instrument.”

by

CLAUDIA IVETH PERALTA GARCIA

A dissertation presented to the

FACULTY OF LAW  
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## **ABSTRACT**

The present research aims to assess the Organizational Commitment of Mexican workers by using the Meyer and Allen Organizational Commitment scale as the key instrument, based on a deductive approach, a qualitative tool and a qualitative survey as an instrument, through the circumstances faced during the COVID-19 Pandemic. A representative sample of 213 participants, made up of 61.95% females, 38% males and 0.05% chose not to reveal their identity, was collected. Affective, Normative and Continuance Commitment had taken as dimensions; the results obtained with other authors experts in the field also analysed to obtain a global approach.

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## **INTRODUCTION**

Each Organization has four essential elements; man, method and material (Bolane 2019). Among them, the factor that determines the success of an organization in competitive development is undoubtedly the human element or rather the Organization; Likewise, effectiveness and productivity depend on the members of the Organization themselves.

The Organizational Commitment has been the object of study by several researchers since the formation of labour rights, and the concept of Organizational Commitment has been defined and dimensioned in different ways. However, Organizational Commitment has generally been seen as a positive concept by the worker and the Organization (Mowday, 1998). On the other hand, Organizational Commitment has been seen as a determining factor that influences whether a person remains in the position in which they work or not (Hellriegel and Slocum, 2009). Likewise, many authors classify it as an indicator that helps to work on staff turnover, absenteeism and the excellent performance of workers.

To measure the level of Organizational Commitment of the Organizations Meyer and Allen developed a measurement scale taking into account three different dimensions which are; the affective, the Continuance and the Normative, which in the words of the authors:

"Employees with a strong affective commitment stay in the organization because they want to, those with a strong commitment to continuity because they need it and those with a strong regulatory commitment because they should." (Meyer and Allen 1994)

Because the Organizational Commitment directly intervenes the feelings that the workers of the Organizations have, they are usually susceptible to the environment that surrounds them. Such is the case of the COVID-19 Pandemic in the world, since not only have several human lives been lost, but also affecting the economy of several countries. This situation has put the workers of the Mexican



Organizations under constant stress due to the lack of legislation that protects them in these contingency cases.

### **Aims and Objectives**

Due to the above the Aims and Objectives are:

Analyse the impact of COVID 19 on the employment commitment of Mexican workers, with the support of the instrument developed by Meyer and Allen.

Specific Objectives:

- Measure organizational commitment according to various theories made by the authors
- Measure the impact of the policies and procedures developed by Mexican companies throughout the pandemic
- Analyse a future panorama of work commitment in Mexico.

This research aims to capture the feelings and thoughts that Mexican workers have for their organizations during the COVID-19 Pandemic because Mexico has not prepared in legal and economic matters for this type of situation. Therefore, it has created an environment of Labour insecurity.

On the other hand, due to the emerging work modes adopted and the technological resources used for the development of work activities, the COVID-19 Pandemic undoubtedly marks a before and after in organizational behaviour and productivity.

The time factor is undoubtedly one of the critical limitations of this research since the data was gathered in September 2020, when the COVID-19 pandemic was still present without any cure, and the time limit for the production of this research was only 12 weeks, so this restricted the reach of the study.

The organization of this research includes the following chapters

Chapter 1- Review of the Literature. In it are described all those theoretical bases of Organizational Commitment and its evolution over time based on critical authors who have contributed to their research. A description of the difference between job satisfaction, professional development and organizational identity has made, taking into account the causes of conflict in the workplace. The theoretical instrument which the research has based has also included, incorporating the Mexican Labour Legal Bases.

Chapter 2- Research Methodology and Methods. Deductive research is the basis of the research since the results obtained with the theories developed by various authors will be validated, as an instrument, a qualitative survey has used using as the primary basis the measurement scale developed by Meyer and Allen in their version 1994. This survey has divided into two parts, the first part refers to the collection of general information from the participants, and the second part is the Meyer and Allen measurement instrument composed of 28 items.

Chapter 3- Presentation of data. The results of the qualitative survey have presented, in which the level of organizational commitment has reflected according to the three dimensions (affective, continuity, Regulations) of the 213 participating. Likewise, the results have classified according to the factors that determine the level of Organizational Commitment according to the theories developed by Becker, Dennis and Michelle Reina.

Chapter 4. Discussion. An analysis of the results obtained in the qualitative survey is presented, making a comparison with the theories of Organizational Commitment that various authors have developed in recent decades. Checking which are the internal and external factors of the Organizations that affected the results obtained from the Organizational Commitment and the future lines of research.

## **CHAPTER 1. REVIEW OF THE LITERATURE**

### **Organizational culture**

#### *Definitions*

The concept of “Organizational Culture” has developed recently, which involves the norms, values, and labels of the organization, making a difference between organization and productivity.

Schein (2004) defined culture of a group as a pattern of shared basic assumptions that was learned by a group as it has solved its problems of external adaptation and internal integration, which have worked well enough to be considered valid. Therefore, it is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems<sup>1</sup>. Also, the culture formation is an effort to patterning and integration.

According to Uttal (1983), “Organizational culture” is the exchange of beliefs and values, which interact with an organization's structure and the control system to produce norms of behaviour.

Other authors such as Niehoff, Enz and Grover (1990) suggest that management culture and management style, driven by top management actions, are strongly related to the degree of employee commitment and the effects vary for different organizational settings. At the organizational level, several aspects of the organisation, including perceived structures and management processes, were found to be predictive of commitment (De Cotis and Summers, 1987)

#### *Levels of culture<sup>2</sup>*

Schein (2004) describes different culture levels. These levels range from the very tangible overt manifestation that one can see and feel to the deeply embedded, unconscious, fundamental assumptions that defined culture's essence.

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<sup>1</sup>Schein, E. (2004). ‘Organizational culture and leadership’. 3<sup>rd</sup> edition. San Francisco: John Wile & Sons. Pp.17

<sup>2</sup>Schein, E. (2004). ‘Organizational culture and leadership’. 3<sup>rd</sup> edition. San Francisco: John Wile & Sons. Pp.25-37

Level 1. Artifacts. Includes all the phenomena that one sees, hears and feels when one encounters a new group, like physical architecture environment, language, technology and products, artistic creations (style as embodied in clothing, manners of address, emotional displays, and myths and stories told about the organization).

Also, the artifacts include, for the purposes of cultural analysis, the organizational processes by which such behaviour was made routine, and structural elements such as charters, formal descriptions of how the organization works, and organization charts. The essential of this level is easy to observe and difficult to decipher.

Level 2. Espoused beliefs and values. In this level, all the group learning ultimately reflects someone's original beliefs and values, their sense of what ought to be, as distinct from what is.

When a group is first created or when it faces a new task, issue or problem, the first solution proposed to deal with it reflects some individual's assumptions about what is right or wrong, what will work or not.

Levels 3. Underlying assumptions. The results of the assumptions come from repeated success in implementing certain beliefs and values. If a basic assumption becomes strongly held in a group, members will find behaviour based on any other premise inconceivable.

#### *Job satisfaction, job involvement, and organizational identity*

Every organization has three most important elements: human, method and material (Bolane 2019). Among them, the factor that determines the success of an organization in competitive development is undoubtedly the human element or rather the organization; likewise, the effectiveness and productivity depend on the organization's members themselves.

Previous authors concluded that customer satisfaction and organization effectiveness result from employee satisfaction. To face globalization, competitive pressure, and demand for efficiency, several organizations have chosen to use restructuring and downsizing. This strategy's effectiveness depends

entirely on the work behaviour of the "survivors," but, unfortunately, various investigations on attitudes and behaviours after the restructuring and downsizing have resulted in a decrease in job satisfaction, participation in the work and organizational commitment.

#### Job satisfaction.<sup>3</sup>

The job satisfaction is how the people feel about their jobs and different aspects of their jobs, such as positive and negative feelings and the emotion with which employees view their work (Spector 1997) Employees, who experience a high level of satisfaction, contribute to organizational commitment, improve in mental and physical health and additionally in life balance (Ellickson and Logsdon 2002). On the other hand, the problems that arise when a low job satisfaction exists in the organization culminates in higher absenteeism, staff turnover, labour problems, grievances and attempts to organize labour unions, likewise a hostile organizational climate.

#### Job involvement <sup>4</sup>

Job involvement refers to how people perceive their jobs related to the working environment, the job itself, and how they balance the job and personal life (Hirschfield and Field 2000). Holding low involvement contributes to employees' feelings of alienation of purpose, alienation in the organization, or separation between what the employees see as their "life" and their job. Summarising, job involvement refers to the extent to which an individual worker identifies with his job, actively participates in it and considers his performance necessary to self-work.

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<sup>3</sup>Bholane, K. (2016). 'Review of Researchers and Job Satisfaction, Job Involvement and Organizational Commitment. Maharashtra: CreateSpace Independent Publishing Platform. Pp 7-31

<sup>4</sup>Bholane, K. (2016). 'Review of Researchers and Job Satisfaction, Job Involvement and Organizational Commitment. Maharashtra: CreateSpace Independent Publishing Platform. Pp 32-41

### *The Conflict and the causes of conflict*

Louis Kriesberg (1998) defined conflict as occurring ‘when two or more persons or groups manifest the belief that they have incompatible objectives’<sup>5</sup>. On the other hand, a conflictive situation is considered to be ‘any situations in with two or more social entities or ‘parties’ perceive that they possess mutually incompatible goals (Christopher Michell,1981)

In his work, Mitchell defined three elements that appear before the manifestation of conflictive behaviour, which are; Incipient Conflict, Latent Conflict, and Manifest Conflict.

Incipient conflict: in which a conflict is not recognised by one or both parties

Latent conflict: emerge when goal incompatibility is perceived but not sufficiently motivating to give rise to observable conflictive behaviour

Manifest conflict: one or more parties are aware of a conflictive situation, but the cost of pursuing their goals are too high to produce conflictive behaviour

Eight causes of conflict in the workplace

The work developed by Art Bell and Brett Hart (2009) defined the eight common causes of conflict in the workplace<sup>6</sup>:

1. Conflicting resources. When one or more group members need access to a particular resource to carry out their activities, they can start a competition to access it.
2. Conflicting styles. Due to the fact that individuals are individualistic, they differ in the way they approach people and problems. Team members must understand their own style and learn to accept conflicting styles.

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<sup>5</sup>Jacoby, T. (2007). ‘Understanding conflict and Violence, theoretical and interdisciplinary approaches’. First edition. London: Routledge, Taylor and Francis Group. Pp19-23

<sup>6</sup> Eight causes of conflict, [Online Video], Brighton School of Business and Management, 29 May 2015, <https://www.youtube.com/watch?v=R1xHDomYsrc> ; Accessed August 30,2020.

3. Conflicting perceptions. Sometimes the team members witness the same incident in dramatically different ways. Memos, performance reviews, company rumours, hallway comments and client's feedback are sources for conflicting perceptions
4. Conflicting goals. The disputes in the workplace can occur when the team members are responsible for different activities during the process but the same goal.
5. Conflicting pressures. These can occur when two or more team members or areas are responsible for separate activities with the same deadline
6. Conflicting roles. They take place when team members do not have defined their roles and activities in the company, also one team member may view a task as his or her responsibility or territory.
7. Different personal values. The disputes can exist due to different personal values. Segregation in the workplace generates gossip, suspicion and ultimately conflict
8. Unpredictable policies exist when rules and policies change at work and the organization does not communicate that to the team.

#### Positive effects of the conflict<sup>7</sup>

The Speccon Training Academy determinate the positive effects listed below:

- Improve the quality decisions
- Stimulate involvement in the discussion
- Arouse creativity and imagination
- Facilitate employee growth
- Increase movement toward goals
- Create energetics climate

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<sup>7</sup> The main sources of conflict positive effects (2017), [online video], Speccon Training Academy. 30 August 2017. <https://www.youtube.com/watch?v=7WfYaKqr5ME>. Accessed 13/09/2020

- Build more synergy and cohesion among teams
- Foster new ideas, alternatives, and solutions
- Test position and beliefs
- Competition

## **Organizational commitment**

### *Definitions.*

Since the formation of worker rights, organizational commitment has been defined and measured in various ways. However, organizational commitment generally is seen as a positive concept for both the worker and the organization (Mowday, 1998). However, the lack of a universal definition does not imply the lack of a standard corpus that allows it to differentiate from other related concepts, such as satisfaction, motivation, and involvement (Kou-Tsai, L.; Ronald, N. 1994: 100)

It is necessary to be clear about the difference between job commitment and job satisfaction. From the organizational perspective, job commitment has reflected in a general affective response by the organization. In contrast, job satisfaction has directly linked to a job position and individual work (Becker and Becker, 1999). Therefore, work commitment has been reflecting in certain aspects of the organization, such as goals and values. In contrast, work satisfaction focuses on aspects of the work environment where the employee develops their activity (Mowday et al., 1979). Commitment is somewhat more stable over time; however, job satisfaction shows immediate reactions to tangible and specific aspects of the tasks performed and the work environment.

### *Job Commitment evolution*

The two essential aspects of job commitment are intended continuance and perceived status. They are essential to the organization, because of their close relationship to turnover and absenteeism (Ingham). Job commitment, which is distinct from job satisfaction (Brown), helps maintain employees' bodies suitable for promotion within the firm's internal labour market (Doeringer and



Piore). From the perspective of the corporation, there has been a consistent interest in inducing and maintaining the loyalty of their employees as a means to reduce turnover and maintain worker motivations (HALL et al.; Steers). The concept of the “Job Commitment” has been developed in the last decades by several researchers, who have worked on the subject. Some essential concepts are described in the following table.

<b>Author</b>	<b>Year</b>	<b>Concept</b>
Howard Becker	1960	“side-bets”: commitment comes into being when a person, by making a “side-bet” links extraneous interest with a consistent line of activity
Oscar Grusky	1966	The nature of the relationship of the member to the system as a whole
Kiesler & Sakumura	1966	The binding of an individual as the ability to believe in the truth, importance and interest value of what one is doing
Rosabeth Moss Kanter	1968	The willingness of social actors to give their energy and loyalty to social systems, the attachment of personality system to social relations, which have seen as self-expressive
Hrebiniak and Alutto	1972	A structural Phenomenon, which occurs as a result of individual organization transaction and alterations in “side-bets” or investments over time
Bruce Buchanan	1974	A partisan, affective attachment to the goals and values of an organization, to one’s role concerning goals and values, and the organization for its own sake, apart from its instrumental worth
Gerald R. Salancik	1977	A state of being in which an individual becomes bound by his actions and through these actions to beliefs that sustain the activities and his own involvement
Suzanne C. Kobasa	1979	Commitment defined as the ability to believe in the truth, importance, and interest value of what is doing
Richard R. Scholl	1981	A stabilizing force that acts to maintain behavioural direction when expectancy/ equity are not met and do not function

Sheldon Stryker	1982	An attitude or orientation toward the organization, which links or attaches the identity of the person to the organization
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*Table 1: evolution of the job commitment concept*

As shown in the table above, the evolution of the concept of commitment has changed over time.

However, the first use that describes the positive support of the employee's vision, goals, values and purpose were in the model proposed by John P. Meyer and Natalie J. Allen in 1994.

This model proposes that employees experience organizational commitment as three simultaneous mentalities that encompass affective, normative, and continuance organizational commitment.

Therefore, in the words of Mayer and Allen;

“Employees with the strong affective commitment remain with the organisation because they want to, those with strong continuance commitment because the need to, and those with strong normative commitment because they ought to”

*Meyer and Allen instrument*<sup>8</sup>

According to the above, Meyer and Allen developed a model based on three simultaneous mentalities: affective, normative, and normative commitment.

#### Affective Commitment

It is concerned with psychological attachment to the organization that makes separation from the organization difficult for the employee. It occurs when an individual identifies with a particular organization and its mandate and wishes to maintain membership with the organization in pursuance of this mandate

This mentality of commitment exists when:

- A strong belief in and acceptance of the organisation’s goals and values is present

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<sup>8</sup>Nathoo, A. (2017). ‘The 1-hour guide to Organizational Commitment. Kindle Edition. United Kingdom.

- A willingness to exert considerable effort on the organization's behalf is widespread
- A definite desire to maintain organisational membership is prevalent
- An identification of the person with the organisation is ubiquitous.

### Continuance Commitment

The continuance commitment is defined as:

“An attachment to an organisation, built up over time through a composite of decisions, personal developments, investments, and acquired benefits, which retrospectively binds an individual to an organisation by raising both the perceived benefits of remaining with an organisation and the perceived risks or cost associated with leaving”

Difference with the Affective Commitment, which is a positive type of commitment, continuance commitment is seen as a behaviour, in which the employee is forced to remain with an organisation due to “sunk costs”.

These “sunk cost” include:

- The time spent finding employment
- The time and effort in acquiring skills to perform job activities and tasks
- The cost of organisation specific training and acquisition of qualifications
- The benefits associated with longevity
- Leave and vacation accrued
- The social network-friends and colleagues in the workplace
- The position and status achieved in the organisation
- The contributions to the pension plan, provident fund or retirement annuity

In accordance with Becker and his “side-bet theory” where the term commitment is described as a disposition to engage in “consistent line of activity” and hence the term “continuance commitment” means to “continue a certain line of action”

The Becker’s method for testing the side-bet argument has demonstrated that as the number or size of the side-bet investment increases, so does the organisational commitment.

Biographical variable such as age, tenure, education, marital status, gender, level in the organisation and remuneration have been used as proxies for the actual side-bet investments employees make.

Variables and continuance Commitment:

Age: Older team members are assumed to have more invested in and are therefore more committed to their employing organisation and chosen career

Tenure: Some authors suggest that through longer organisational tenure, the employee gains seniority and status in the organisation, making them less likely to leave

Education: Those with less education are likely to have fewer job alternatives and are therefore more likely to be committed to the employing organisation

Position: A higher position is a reward from the employer to the employee and thus a recognition, which should enhance identification with the organisation

Marital status: Becker refers to marital status and the presence of children as influencing employee’s commitment to the employing organisation and chosen occupation. It is argued that being married and/or having children means that individuals have more non-work responsibilities, which therefore makes them less willing to lose investments that have been made and more committed to their firm and career. In contrast, single people and those without dependents, are believed to have fewer non-work responsibilities, which reduces the value of their side-bet investments

Gender: Studies suggest that when these roles are associated with family, children, or dependents, the organizational commitment will be higher, as they are willing to sacrifice a constant source of income provided by the employing organization. Women can invest less in their work-related roles and are therefore less committed to their chosen career or empowerment organization. They tend to have more family obligations that take precedence over work responsibilities.

#### Normative commitment

This type of commitment is based on the employee's responsibility or obligation to the organisation. The team members of the organisation believe that it is the "right" and/ or moral thing to do.

Meyer and Allen defined this form of commitment as the "totality of internalised normative pressures to act in a way, which meets organisational goals and interests"

#### The role and the pillars of the organizational commitment <sup>9</sup>

The role of the significance of the organisational commitment has been developed by many researches but, Mowday, Porter and Steers suggest that the organisational commitment can be directly related to:

- Job performance
- Tenure with the organisation
- Absenteeism
- Tardiness
- Turnover

On the other hand, Martin and Nicholls write that there are three pillars of Organisational Commitment:

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<sup>9</sup>Nathoo, A. (2017). 'The 1-hour guide to Organizational Commitment. Kindle Edition. United Kingdom.

Pillar I: A sense of belonging to the organisation. Identification, acceptance and ownership of organisational goals (what the organisation wants to achieve), values (what management believes to be important), and norms (accepted ways of behaviour).

Pillar II: A sense of excitement in the job: this is created by concentrating on intrinsic motivating factor.

Pillar III: Confidence in Management: this is enhanced when the organisation is successful and appears likely to maintain its success. Furthermore, strong leadership helps create an organisational identity and culture, which serves to increase commitment.

#### *Consequences of lack of the Organization Commitment*

An employee who does not feel committed to his job is not necessarily bad. They can be able to get there on time and do their homework. However, without a doubt, some of the three consequences of not having a committed employee are:

1. Loss of income. Since an ADP study revealed that, on average, \$ 2,246 per year for each employee who is not engaged, also teams without committed employees sell 20% of teams with committed employees.
2. Bad work environment and therefore, conflict creation. The fact that workers have not engaged with their work causes a drop in morale and labour productivity
3. Low productivity. As mentioned in the previous point, the low morale caused by a lack of committed employees prevents the maximum potential for labour productivity from being reached. the implications of low labour productivity range from dissatisfied customers to a bad company reputation

## *Building Trust*

According to Michelle Reina and Denise Reina (2015), when trust is present in the workplace, there is a feeling that anything is possible. When the team members have confidence in one another's abilities, intentions, and commitment, they are more willing and able to participate, collaborate, and innovate. The team is inspired. The trust can be intangible, but the effects of its presence yield concrete results in productivity.

These results are vitally important for survival and prosperity in a competitive and globalized market. Nowadays, faster, smarter and better work is required in the workplace, the team members work under pressure to "do more with less," giving way to creating conflicts.

Trust may be referred to as a "soft skill" by some, sometimes this skill has been underestimated as building trust is vital to the organization's survival and for the attraction of top-tier talent as well as the attraction of powerful investments. In addition, it is vital for keeping pace with an ever-changing business climate. Without trust, the organization spirits dehydrate and wither in the intense heat of a globalized marketplace.

Trust is tested every day as people do business together against fierce competition. Usually broken trust is associated with significant offenses such as lying, stealing, or manipulating others. The hard truth is that trust is often eroded by subtle, minor and unintentional acts that happen every day. Feelings of betrayal resulting from the accumulation of small and daily breakdowns in the trust are just as real (and just as damaging to relationships) as those caused by massive, noticeable violations.

"Ninety percent of behaviours that break Trust in workplace relationships are small, subtle and unintentional"<sup>10</sup>. Michelle Reina and Denisse Reina (2015)

The three dimensions of the Trust

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<sup>10</sup>Reina, D. and Reina M. (2015). 'Trust and Betrayal in the Workplace: Building effective relationships in your Organization'. 3erd. Edition. Oakland. Berret-Koehler Publishes. Pp.6

Reina and Reina determined three dimensions of Trust foundational to trust-building efforts between the members of an organization and themselves. The three dimensions are Trusts of character, Trust of communication, and Trust of Capability.

Trust of Character: It is the Trust of mutually serving intentions and the starting point for all relationships. Build these dimensions of Trust when the expectations are management established boundaries, delegated appropriately, keeping agreements, work for the “win-win,” and behave consistently

Trust of communication. It is built when the team members share information, tell the truth, admit mistakes, maintain confidentiality, give and take feedback, and speak with a useful purpose.

Trust of Capability. It is most aligned with the competence; this dimension is building by acknowledging others’ skills and abilities, expressing appreciation for work well done, involving others in making decisions and encouraging learning.

## **Mexican labour legislation**

### *Regulatory bodies*

There was not always a Mexican labour law. During the Colonial era, labour relations were determined by the racial caste to which they belonged and by principles originating from Catholic Spain.<sup>11</sup>

However, during the liberal government of President Benito Juarez, in 1870, the first civil codes that regulated work were issued. However, it was not until 1917 that the Mexican Republic's political constitution was promulgated due to the Mexican Revolution.

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<sup>11</sup>Máxima, J. (2019). 'Ley Federal del Trabajo' [website]. <https://www.caracteristicas.co/ley-federal-del-trabajo-de-mexico/#:~:text=Esta%20primera%20Ley%20Federal%20del,una%20nueva%20ley%20del%20trabajo>. Accessed September 23,2020



The Political Constitution of 1917 enshrined in its article 123 the right to work, thus giving rise to the legal debate around labour, considered at the time as a pioneer at the Latin American level. In terms of achievements of guarantees and benefits achieved by Mexican society, it established: that:

- The right to decent work and socially represented by a labour contract
- The duration of the maximum working day (8-hour day shift and 7-hour night shift)
- Prohibition of work for minors under 16 years
- Mandatory weekly rest days and holidays
- Establishments of the minimum wage by the system of the Integrated daily wage
- Equal pay according to the position or activity carried out by the worker, regardless of gender or nationality
- The obligation of the employer to provide their workers with training and training for work
- The responsibility of employers for work accidents and occupational diseases generated by the exercise of worker activities
- The employer's responsibility to provide safe and hygienic facilities
- The recognition of trade unions and professional associations

Due to the legal evolution of the legal considerations necessary to regulate work in 1931, the first Federal Labour Law was enacted, which is the governing law of labour law in Mexico based on article 123 of the Mexican Constitution of 1917.

The first Federal Labour Law had 685 articles and remained in force until 1970 when the new Labour Law was promulgated in 1970, which is currently in force.

Among the most relevant sections that make up the Federal Labour Law are:

- Individual work relationships and cooperative work relationships. Legislation of labour contracts
- Working conditions

- Rights and obligations of workers and the employer
- Women's jobs. (enact equality)
- Strikes
- Work risks which have related to workplace accidents
- Legal staff of the conciliation and arbitration boards, which Details the legal structure for solving labour problems
- Representatives of workers and employers. Everything related to union and union representation

### *Contracts*<sup>12</sup>

Article 20 of the Federal Labour Law states that, whatever its form or name, the employment contract is one by which a person obliges to render subordinate personal work to another through the payment of a salary.

Article 25 of the same law establishes the requirements that a work contract must have and Article 26 mentions that the lack of the agreement does not deprive the worker of the right derived from the work standards and the services provided, since the employer will be imputed with the failure to enter into the contract.

The first dissimilarity between the contracts regulated by the Law on the matter is between the Individual Labour Contract, the Collective Labour Contract and the Law Contract. The Law does not define what the Individual Contract is. However, its classification has obtained 'consensus sense' (In reverse) since in articles 386, 391 and 396 the Law talks about Collective Contracts, and in articles 404 and 412 it talks about law contracts. In such circumstances, contracts that are not Collective and Law Contracts will be Individual Work Contracts. Then, if the Collective Labour Agreement

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<sup>12</sup>Terrazas, O. (2016). 'Ley Federal del Trabajo' [website]. <https://blog.especialistaslaborales.com/los-contratos-de-trabajo-en-m%C3%A9xico-712fb29c25eb>, Accessed: September 2020

regulates the working conditions related to unionized personnel in a workplace and they have concluded between one or more workers 'unions with one or more employers or one or more employers' Unions. The Law Contract regulates the working conditions that must be respected in a particular branch of industry in a given territory, and its conclusion can also be between one or more workers 'unions with one or more employers or one or more employers' unions. The Individual Work Contract regulates the working conditions between a worker and an employer.

Therefore, the Individual Work Contract has several types such as: For an indefinite period, for a specific work, for a specific time, for a season and for initial training and the modality of a trial period. (Articles 25 section II, 35, 39-A, 39-B, 39-C, 39-E)

This classification is not absolute, since there are contracts that are combined to create a particular modality.

The Law establishes as a general rule that employment contracts are for an indefinite period, except for the following exceptions.

**Individual Contract for Specific Work.** This contract form is used when the employment relationship is limited to the construction or elaboration of a particular thing and its conditions will govern until it has concluded.

**Individual Contract for a Determined Time.** This type of contract can be stipulated only when required by the nature of the work to be performed; for example, when it is intended to substitute another worker temporarily; and in the other cases provided by Law.

**Individual Contract for a season.** It is a form of the contract for an indefinite period. It differs from the generic contract for an indeterminate time in that, even when the employment relationship is for an indeterminate time, in the seasonal contract it may be agreed for non-continuous work. It applies when the services required are for fixed and periodic tasks, but of a discontinuous nature that do not require the provision of services all week, all month or all year. Workers who provide services under

this modality have the same rights and obligations as workers for an indefinite period, in proportion to the time worked in each period.

**Initial Training Contract.** Article 39-B indicates this type of contract is making, in order for the worker who is obliged to provide services, to acquire the knowledge or skills necessary for the activity for which he or she has been hired. As mentioned, this contract can coexist with any of the contracts already mentioned. Therefore, it will be necessary to establish from this moment what type of contract will govern the employment relationship once the initial training has concluded.

**Individual Work Contract with Trial Period.** Like the initial training modality, this type of contract can coexist with the contracts already indicated with the following exceptions. It is incompatible with the contract for a specific work. In addition, this contract also cannot be applied if there was already an initial training contract. The purpose of the inapplicability of the initial training contract and the trial period is to guarantee the social security rights of workers, among others, are guaranteed. In order for the trial period to be established in a contract for a specific time, it is a requirement that the period of validity of the main contract, that of a specific time, is more than 180 days. The trial period may not exceed 30 days for workers in general. It must extend up to 180 days in the case of management positions, managerial positions and other people who perform functions of direction or administration in the company or establishment of a general nature or for performing specialized technical or professional tasks.

## **CHAPTER 2. RESEARCH METODOLOGY AND METHODS**

### **Design and type of research**

The research philosophy of pragmatism adopted as a basis, due to the objective of this research is to obtain a full overview of the Organizational Commitment during the COVID-19 pandemic in Mexico, which implies that the theories should draw up based on their real consequences.

In other words, with realistic results, pragmatism is focused on the quest for reality, producing the requisite instruments so that we can make use of what surrounds the human being and adjust them depending on what is considered acceptable.

Pragmatism is known to be a philosophical framework formally established in the United States in 1870, primarily developed through the proposals of Charles Sanders Peirce, William James, and later John Dewey.

This study is focused on the deductive method once the theory is known, as it is a form of reasoning used to applicable laws or theories to singular cases, founded primarily by Aristotle in ancient Greece.

The main characteristics are:

- From top to bottom, that is, from the general to the basic follows the course.
- It is a methodology used in structured science.
- The phenomenon based on theories
- The inference on the premises contained
- The conclusion is also correct if the conclusions are factual and correct.
- Conclusions must have logical and thorough implications.
- New information by itself does not generate.

Due to this, the deductive method considered a hierarchical form of reasoning, since it starts from generalizations, which bit by bit applied to particular cases, and in the case of this research the primary basis is the measurement of organizational commitment since challenging to observe. However, the

consequences it produces could identify, using the theories developed by various authors such as Becker (1960), Meyer and Allen (1996).

Likewise, a qualitative approach was used, which attempts to explain the characteristics of a phenomenon, as its name suggests.

Look for a term that can cover a part of reality, observing human beings in a social and cultural setting based on what they say and do.

Qualitative research aims to provide a technique of research that helps one to understand and understand what people think about the dynamic world of professional experience from the people who live it (Taylor and Bogdan, 1984).

Organizational engagement is directly proportional to human actions, where their feelings and behaviours are of critical importance to the life and development of businesses at appropriate levels (Meyer and Allen 1994).

Human nature, on the other hand, is so dynamic that any condition that affects the biopsychosocial climate has changed, as the COVID-19 pandemic has changed since it has impacted the global economy in addition to the lives lost worldwide. Thus businesses have had to make individual decisions in terms of labour that have directly affected their workers.

Therefore, for the analysis of the organizational commitment of Mexican employees during the COVID-19 pandemic, the qualitative approach is suitable because organizational commitment evaluated under different theories already established by several authors listed above.

A formal qualitative survey was used as an instrument, as mentioned above, to research human behaviour in certain situations that affect their biopsychosocial environment and is difficult to measure the emotions and feelings, which led to the COVID-19 Pandemic in Mexico.

In order to create quantitative descriptors of the characteristics of the general population of which the entities are representatives, a survey is a systematic tool for gathering information (a sample of) entities (Groves et al. 2004).

However, there is also a qualitative way to define and investigate variation in populations. The type of qualitative survey has not intended to establish frequencies, average or other parameters if it does not determine the diversity of some topic of interest within a given population. This type of survey does not take into account the number of people with the same characteristics (the value of the variable). Instead, it establishes the significant variation (the relevant dimensions and values) within that population. In other words, the qualitative survey is the study of diversity (not distribution) in a population (Wester, 1995-2000). The structured qualitative survey, some of the main topics, dimensions and categories are defined beforehand, and the identification of these topics in the research units has governed by a structured questioning or observation protocol. Therefore, the survey developed for this research has as based on the Organizational Commitment scale developed by Meyer

## **Population**

Given that the analysis is aimed at the inhabitants of the Mexican territory where according to the last official census of INEGI (2015), which are 119,938,473 inhabitants of which 57,328,364 (2020) belong to the economically active population. Knowing the above, the population calculation was carried out through the formula for infinite populations because the population is greater than 50,000<sup>13</sup> people.

$$SS = \frac{Z^2 \times (p) \times (1 - p)}{c^2}$$

*Figure 1. Sample Size Formula*

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<sup>13</sup> INEGI (2020). 'Tasa de desocupación'. [Website]. <https://www.inegi.org.mx/temas/empleo/>. Accessed: September 2020

Where:

SS= Sample size

Z= Z-value

P= Percentage of population picking a choice (5 %)

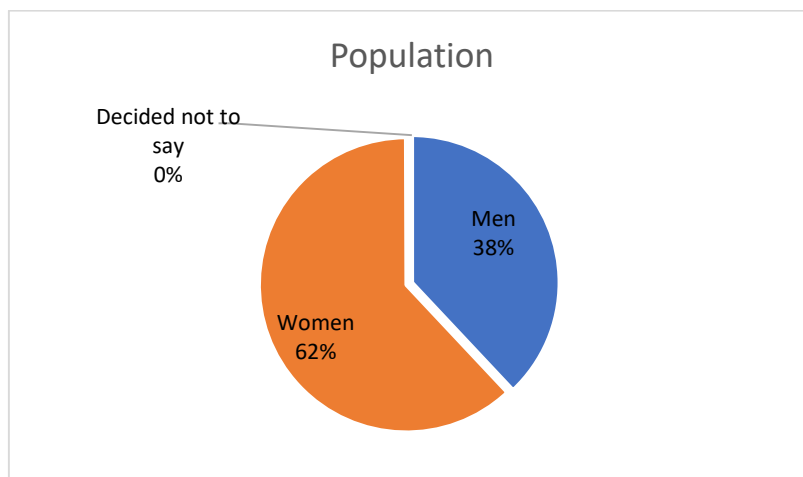
C= Confidence interval (5 ≤ 7)

Taking into account the value of Z as 90 %, percentage of population as 5% and confidence interval as 5.7 %.

$$SS = \frac{0.90^2 \times (0.5) \times (1 - 0.5)}{0.057^2} = 208$$

*Figure 2. Sample Size Calculation*

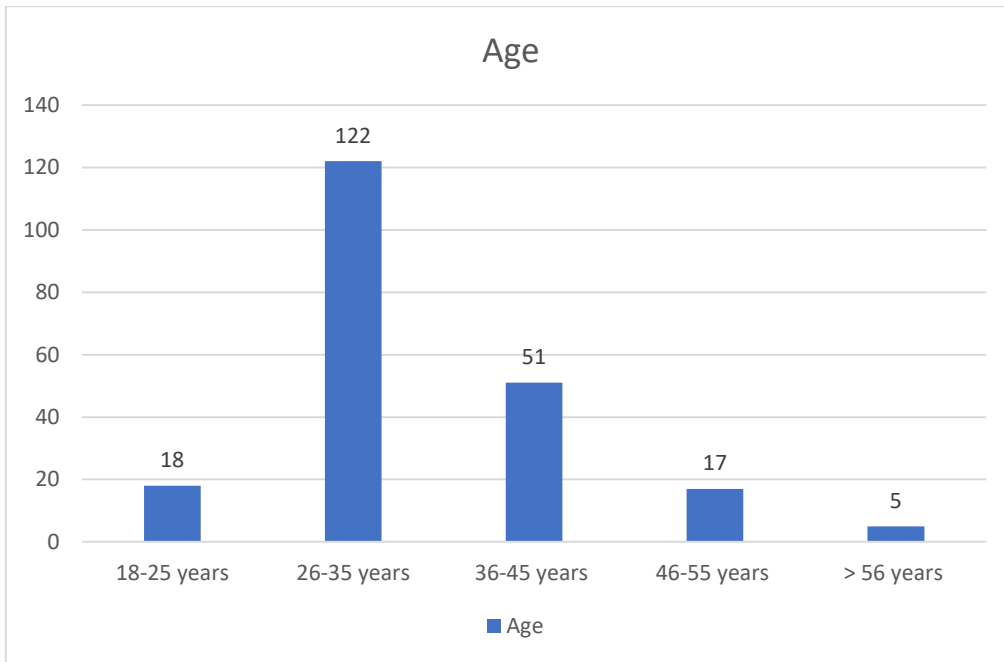
In total, a total of 213 responses obtained, of which the most considerable population focuses on the female gender, being 61.95 % women, 38% men and 0.05% who did not want to specify their gender.



*Graphic 1. Distribution of the population*

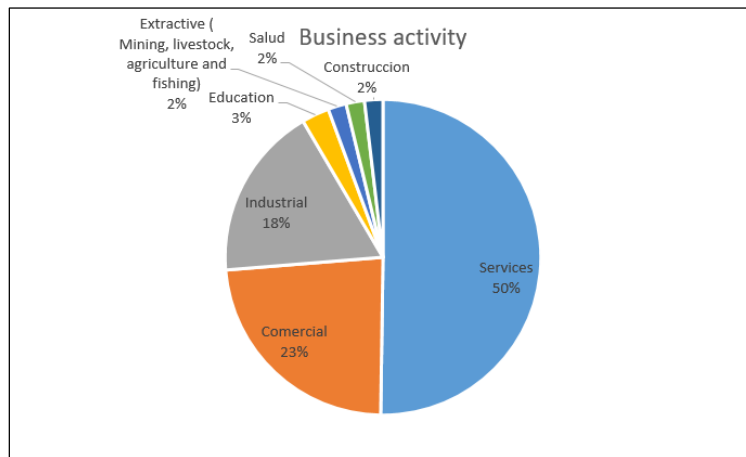
The bulk of the population has concentrated in the age group of 26-35 years with a 57 percent participation, which young refers to the population is moderately followed by a population between 36-45 years, with 24 percent of the participation.





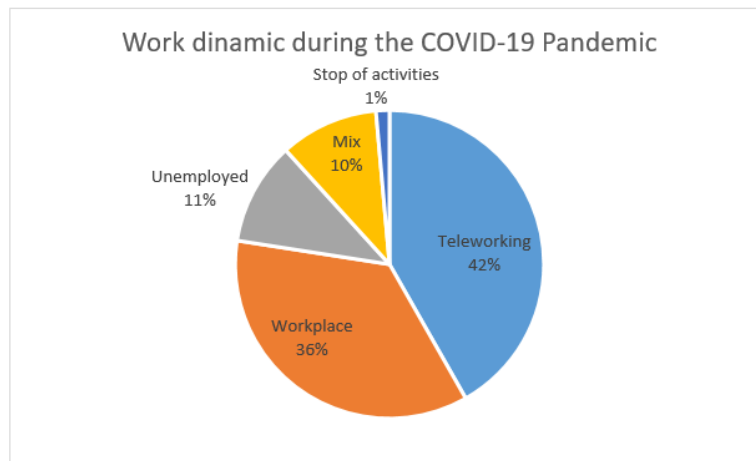
**Graphic 2. Age distribution**

On the other hand, 50% of the participants work in the services business, 23% in the commercial business, 18% in the industrial business.



**Graphic 3. Business Activity**

At the end during the COVID-19 Pandemic, the 42% of the participants worked by telework system, 36% worked in the workplace, 11% lost the job, the 10% work is a mix system (part time in the work place and part time by telework) and just 1% the company stop the activities.



*Graphic 4. Work dynamic during the COVID-19 Pandemic*

### **Instruments**

The main instrument was a survey divided into two parts. The first part comprises the collection of general data such as (21 items):

- Age
- Civil status
- Number of economic dependents (children)
- Education level
- Employment situation before and during the COVID-19 pandemic
- Firm size
- Recognition of the company
- Type of employment (part-time, full time, freelance, professional practices)
- Position in the organization
- Type of communication with immediate managers
- Union membership
- Respect for working hours
- Workplace before and during the COVID-19 pandemic

The second part includes the scale of organizational commitment of Meyer and Allen (1997), This instrument was translated into Spanish, which is the official language in Mexico, it intended that the participant feel comfortable and ensure adequate reading comprehension. The scale of organizational commitment comprises three dimensions: affective, continuous and normative. The scale consists of 24 items (8 for each dimension), and scored with a 5-point Likert scale:

- Strongly disagree
- Disagree
- Neither agree or disagree
- Agree
- Strongly agree.

For greater detail, the complete instrument attached in the annexes in its English and Spanish versions.

Having a total of 42 questions comprising the 2 sections.

### **Procedures**

The application of the survey carried out online by google documents, taking into consideration the evolutionary development of technology through computerized tests and the development of the Internet. Among the advantages are speed, response time optimization and precision of results. The application of the online survey was carried out through Google documents since it is a free application with licenses for use. The dissemination of said survey shared through social networks such as Facebook, Instagram, LinkedIn, as well as email.

The information collection period was from September 12th to 18th, 2020, when, according to the Secretary of Health of Mexico, the country was (in most of its states), on an orange traffic light. With

a total of 688.94 confirmed cases, 4,841 new cases on average per day, as well as a total of 72,803 deaths<sup>14</sup>

It is worth mentioning that when the survey disseminated, a brief explanation of its use and purpose was attached.

To collect information, we proceeded to work with the database using the Microsoft Excel program in its 2016 version and then carry out the corresponding analyses, which presented in the results in the following chapters.

### **Ethical considerations**

Working with human's participants always ethical issues about how they treated<sup>15</sup>; therefore, this research based on the following principles:

- Autonomy: the responsibility of this investigation failed on the investigator
- Free and informed consent
  - a. Information. The information about the nature of the research shared with the participants
  - b. Voluntariness. Consent was free without pressure
  - c. Comprehension. The participants were aware of the research
- Veracity. The published information is real and reliable
- Respect for vulnerable persons.
- Privacy and confidentiality
- Justice and inclusiveness
- Honesty: Clear information was providing to the participants about the topics and the objective of the research. Respecting the authors consulted avoiding the plagiarism

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<sup>15</sup> Walliman, N. (2011). 'Research Methods: the basics', London; Routlege, pp.44

## Limitations of the research

For the emergency that Mexico has experienced since the beginning of the COVID-19 Pandemic, some research limitations are:

- Time: The pandemic situation has developed in Mexico since March 2019, and the evolution of various economic, political and health aspects have changed in short periods. Therefore, the development of this research has limited by the time allocated (12 weeks), and it was only possible to capture the impressions of the participants during this period, without yet having a worldwide solution to resolve this situation. If this research had developed until the end of the COVID-19 Pandemic, a comprehensive and valuable approach would obtain concerning Organizational Commitment since the impact that companies have on their survival could be measured.
- In general, people do not read or lack reading comprehension, which makes it difficult for the answers to be concrete and truthful
- Culture:
  - It has well known that Mexicans do not know how to say no, or speak negatively
  - Mexico is a hierarchical society. This means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organization is seen as reflecting inherent inequalities, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat<sup>16</sup>
  - Exists a strong inclination towards Indulgence in Mexican culture. People usually display a willingness to understand their urges and desires in terms of enjoying life and having fun in societies classified by a high score in Indulgence. They have an optimistic outlook and a propensity towards optimism. Furthermore, they put a greater

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<sup>16</sup> Hofstede Insights.[Website], <https://www.hofstede-insights.com/country-comparison/mexico/>. Accessed: September 2020

degree of significance on leisure time, behave as they please, and spend money as they wish.<sup>17</sup>

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<sup>17</sup> Hofstede Insights. [Website]. <https://www.hofstede-insights.com/country-comparison/mexico/>. Accessed: September 2020.

## CHAPTER 3. RESULTS

The results obtained from the properties of the instrument detailed. Firstly, the surveys apply consistency has reviewed, reviewing the missing data and their reliability, then, in order to evaluate the construct, describes the results of the analysis of the structure of the instrument used, as well as the convergent validity concerning the Organizational Commitment test of Meyer and Allen (1997).

Regarding the missing data, a 100% effectiveness obtained, due to not missing data found in any survey. For the reliability analysis, the Cronbach's Alpha statistic used, which gives us a measure of reliability for the variables that are related to a construct, in this case, we have the affective, continuity and normative commitment, related to existing situations during the COVID-19 pandemic.

Due to the research-based on the work commitment during the COVID-19 pandemic, firstly, the Mexican labour panorama has analysed. Later the general results are presented, and finally, the results of the commitment based on the theories carried out by various authors.

### Organizational Commitment reliability

To analyse the reliability of the organizational commitment, we proceeded to an analysis of the Alpha Cronbach statistic taking into account the following results.

$$\alpha = \frac{N\bar{c}}{\bar{v} + (N - 1)\bar{c}}$$

Where:

N= number of items

$\bar{c}$  = average inter-item among the items

$v$ = equals the average variance

$$\alpha = \frac{28(41.94)}{334.00+(28-1)(41.94)} = 0.91$$

However, to verify if the research is reliable based on the calculations made to obtain Cronbach's Alpha, it must be evaluated based on the following scale:

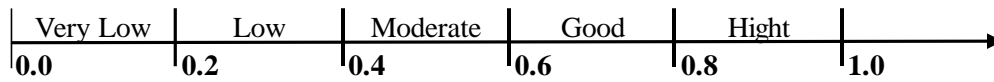


Figure 3 Cronbach's Alfa consistency scale

Therefore, the value of the Cronbach's Alpha opted is 0.91, and it follows that this study is highly consistent.

### Results of the labour situation before and during the COVID-19 Pandemic in Mexico

Work Activity	Workers situation BEFORE the COVID-19 Pandemic	Percentage of representation BEFORE the COVID-19 Pandemic	Workers situation DURING the COVID-19 Pandemic	Percentage of representation DURING the COVID-19 Pandemic <sup>3</sup>	Correlation percentage
Doing activities in the workplace	168	79%	76	36%	-55%
Unemployed	10	5%	23	11%	130%
Home-office	15	7%	89	42%	493%
Mixed	20	9%	22	10%	10%
Incapacity	0	0%	3	1%	
<b>Total</b>	<b>213</b>	<b>100%</b>	<b>213</b>	<b>100%</b>	

Table 2. Labour situation before and during the COVID-19 Pandemic

Table 2 shows the results of the employment situation of the 213 participants who answered the survey showing that 168 of the participants were carrying out their work activities in the places destined by companies before the COVID-19 Pandemic representing 79% of the population. During the COVID-19 Pandemic, it observed that only 76 participants continue to carry out activities in the company's facilities, i.e. only 39% of participants decreased by 55% in total.



About the unemployment situation, only 10 participants were in that situation (5% of the population) before the COVID-19 Pandemic. During the COVID-19 Pandemic, 23 participants were unemployed with a population representation of 11%, having an increase of 130% in comparison of both seasons.

Something interesting happened in the Home-Office, because, before the COVID-19 Pandemic, only 15 participants worked under this system (7% of the sample population). During the Pandemic, an increase to 89 participants (42 % of the sample population), a total increase of 493% between both periods.

Likewise, only 20 participants (9% of the sample population), before the start of the COVID-19 Pandemic they were under a mixed work system (part of their activities in offices and another via Home-office). During the same, there was an increase to 22 participants (10% of the sample population). In general, an increase of 10% between both periods.

It is worth mentioning that only 3 participants were incapacitated for work since they belonged to the population at risk during the COVID-19 Pandemic.

*Working hours' situation*

Working Hours	Participants	Percentage
Same working hours	96	45%
More working hours	67	31%
Less working hours	41	19%
Prefer not to say	9	4%
<b>Total</b>	<b>213</b>	<b>100%</b>

*Table 3. Working hour's situation*

In Table 3 appreciated the changes on the working hours suffered during the COVID-19 Pandemic, which according to the salary system of the Mexican Republic has based on a daily payment system, that is, although a working day of 8 hours established in the Mexican Constitution of 1917, many companies do not respect it. Therefore, 96 of the participants declared that they have worked under

the same working hours (45% of the sample population), 67 participants with an increase in working hours (31% of the sample population, 41 of the participants with a cut in working hours (19% of the sample population) and only 9 of them preferred not to say so (4% of the sample population)

*Wages' situation*

Wages	Participants	Percentage
Same wages	127	60%
Decreased wages	69	32%
Increased wages	10	5%
Prefer not to say	7	3%
<b>Total</b>	<b>213</b>	<b>100%</b>

*Table 4. Wages situation*

Regarding the salary situation that the participants had during the COVID-19 Pandemic in the Table 4, 127 of them had the same salary (60% of the sample population), 69 suffered a decrease in their salary (32% of our population), 10 participants had a salary increase (5% of the sample population), and only 7 participants preferred not to say (3% of the sample population)

*Performance Incentives*

Performance Incentives	Participants	Percentage
Not Received	159	75%
Received	49	23%
Prefer not to say	5	2%
<b>Total</b>	<b>213</b>	<b>100%</b>

*Table 5. Performance incentives*

Concerning the issue of work incentives given by the companies, as shown in Table 5. 159 of the participants declared not receiving any (75% of the sample population), only 49 of the participants received any incentive from their employer (23% of the sample population), and only 5 participants preferred not to share this information (2 % of the sample population)

### Results of working commitment according to the Meyer and Allen scale

According to the Organizational Commitment scale developed by Meyer and Allen (1997), the following results obtained according to the three dimensions that this scale comprises (Affective Commitment, Continuance Commitment and Normative Commitment)

General Objective: Analyse the impact of COVID 19 on the employment commitment of Mexican workers

Variable	Score Range	SCORE EVALUATION			Score	Conclusion
		Low	Medium	High		
Organizational Commitment	[24-120]	[24-56]	[57-89]	[90-120]	78.83	Medium

*Table 6. Results of Working Commitment during the COVID-19 Pandemic*

According to the Organizational Commitment scale developed by Meyer and Allen (1997), the following results obtained according to the three dimensions that this scale comprises

In table 6 the descriptive statistics that are part of the Organizational Commitment variable whose score range is [24-126 points], whose values have classified in three evaluation scales: low [24-56], medium [57 -89] and a high of [90-120] obtaining an average of 78.83 points concluding that there is an average level of work commitment of the sample population that found working in Mexico during the COVID-19 Pandemic.

### Organizational Commitment Dimensions

VARIABLE	SCORE RANGE	SCORE EVALUATION			SCORE	CONCLUSION
		LOW	MEDIUM	HIGH		
Affective	[8-40]	[8-19]	[20-30]	[31-40]	26.33	Medium
Continuance	[8-40]	[8-19]	[20-30]	[31-40]	27.12	Medium
Normative	[8-40]	[8-19]	[20-30]	[31-40]	25.38	Medium

*Table 7. Organizational Commitment Dimensions*

Table 7 shows the Organizational Commitment variable from the perspective of the participants, which has divided into three dimensions, of which the score range is between [8-40] points whose

values have classified in three scales evaluation; low [8-19] points, medium [20-30] points and high [31-40] points.

The first dimension is affective (desire) whose score is 26.33 equivalent to a medium level, the second dimension called Continuity (need) whose score is 27.12 which is equivalent to a medium level, and the third dimension called Normative (the duty) whose result is 25.38 which is also equivalent to a medium level of commitment.

#### *Analysis of the variances of organizational commitment*

Table 8 shows the results of the study of variances that carried out for each of the three dimensions that comprise Organizational Commitment (Affective, Continuance and Normative) presented, which helped the analysis of the dispersion of the data obtained in the study. Analysing the first dimension, which is Affective, this represents a total of 32% of the accumulated variance between the eight elements that compose it. In the second dimension called Continuance, the total variance of 33% is obtained (comprising the eight elements corresponding to this dimension), and a cumulative variance of 66% between the variance of the Affective and Continuity dimensions.

Finally, regarding the Normative dimension, it has a total variance of 34% among the eight elements that compose it, so it can conclude that the three dimensions do not present an excellent dispersion between their values.

QUESTION					
DIMENTION	NUMBER	QUESTION	VARIANCE	% VARIANCE	% ACCRUED
AFFECTIVE	Q1	I would be very happy to work for this organization the rest of my professional life	1.79	4%	4%
	Q4	I enjoy to talk about the organization with people outside it	1.76	4%	8%
	Q7	I really feel the Organization's Problems as mine	1.72	4%	12%
	Q10	I think that I could easily become as attached to another Organization as I am to this one	1.70	4%	17%
	Q13	I do not feel like "part of the family" in my Organization	1.76	4%	21%
	Q16	I do not feel "emotional attached to this Organization"	1.76	4%	25%
	Q19	This Organization has a great meaning for me	1.37	3%	28%
	Q22	I do not feel a great sense of belonging in this organization	1.81	4%	32%
CONTINUANCE	Q2	I am not afraid about what might happened if I quit my job without having another on the lined up	2.05	5%	37%
	Q5	It would be very hard for me to leave the company right now, even if I wanted to	1.96	5%	42%
	Q8	Many things in my life would be affected if I left the organization	1.72	4%	46%
	Q11	I would not be too costly for me to leave the organization now	1.70	4%	50%
	Q14	At the moment, working in this Organization is a matter of necessity as much as desire	1.76	4%	54%
	Q17	I feel that I have not many option to considerer leaving this organization	1.76	4%	58%
	Q20	One of the principal consequences of leaving this organization would be the scarcity of available alternatives.	1.58	4%	62%
	Q23	One of the major reasons I continue to work for this organization is that leaving would be require considerable personal sacrifice- another organization may not	1.81	4%	66%
NORMATIVE	Q3	I think that nowadays the people changes of the company continually	1.48	4%	70%
	Q6	I do not believe that the people must always be loyal to he or her organization	1.87	4%	74%
	Q9	Switching from one organization to another is not unethical for me.	2.00	5%	79%
	Q12	One of the major reasons I continue in this Organization is that I believe Loyalty is important and therefore feel sense of moral obligation to remain	1.91	5%	84%
	Q15	If I got another better job offer in another Organization, I would not feel it was right to leave my organization	2.08	5%	89%
	Q18	I was taught to believe in the value of remaining loyal to one organization	1.71	4%	93%
	Q21	Things were better in the days when people stayed in one organization for most of their professional life	1.61	4%	97%
	Q24	I do not think that to be a "company man" or "company woman" is sensible anymore.	1.47	3%	100%
<b>TOTAL</b>			<b>42.16</b>	<b>100%</b>	

*Table 8. Analysis of Variance*

In the Graphic 5 presents the variances of each of the 24 components of the study. The mean range of the variance in [1.5-2.0], showing that there is not a dispersion of values regarding the variance of the data, however, the dominant presence of 6 components is also visibly shown, which are:

Affective Dimension

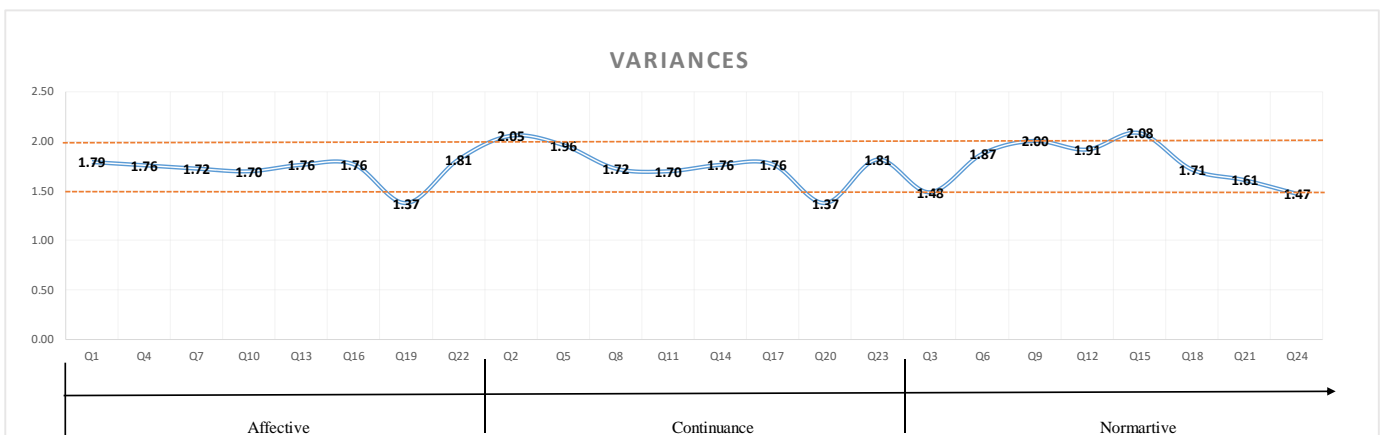
- Q19 “This Organization has a great meaning for me”, with a variance of 1.37 that has a value below the range of the mean-variance

### Continue Dimension

- Q2 ‘I am not afraid about what might happened if I quit my job without having another on the lined up’, with a variance of 2.5, which has a value above the range of the mean-variance
- Q20 ‘One of the principal consequences of leaving this organisation would be the scarcityof available alternatives’, with a variance of 1.37, which has a value below the range of the mean-variance

### Normative Dimension

- Q3 ‘I think that nowadays the people changes of the company continually’, with a variance of 1.48, which has a value below the range of the mean-variance
- Q15 ‘If I got another better job offer in another Organization, I would not feel it was right to leave my organization’, with a variance of 2.08, which has a value above the range of the mean-variance
- Q24 ‘I do not think that to be a ‘company man’ or ‘company woman’ is sensible anymore’, with a variance of 1.47, which has a value below the range of the mean-variance



**Graphic 5. Variances of the Dimensions**

### *Analysis of the tree dimensions*

This section presents the results obtained for each of the three dimensions, which include:

- The variance (previously analysed in the previous section)
- Average value, which obtained according to participant answers according to the Likert scale, where the average value is 2.5
- The total values of each of the components of the instrument
- The score obtained, where the range of the values is [213-1065], where the values have classified in 3 scalars: low [213-497], medium [498-782] and high [783-1065]

### *Affective Dimension (desire)*

In the affective dimension, as shown in Table 9, 6 of the values that compose it present a medium evaluation (75%), and only 2 of them present a high evaluation (25%). These two components correspond to question Q4 'I enjoy to talk about the organization with people outside it', and to question Q19. 'This Organization has great meaning for me'.

<b>AFFECTIVE</b>	<b>VARIANCE</b>	<b>AVERAGE SCORE</b>	<b>SCORE</b>	<b>VALUE</b>
Q1. I would be very happy to work for this organization the rest of my professional life	1.79	3.54	755	MEDIUM
Q4. I enjoy to talk about the organization with people outside it	1.76	3.71	790	HIGH
Q7. I really feel the Organization's Problems as mine	1.72	3.24	690	MEDIUM
Q10. I think that I could easily become as attached to another Organization as I am to this one	1.70	2.40	511	MEDIUM
Q13. I do not feel like "part of the family" in my Organization	1.76	3.30	703	MEDIUM
Q16. I do not feel "emotional attached to this Organization"	1.76	3.17	675	MEDIUM
Q19. This Organization has a great meaning for me	1.37	3.70	788	HIGH
Q22. I do not feel a great sense of belonging in this organization	1.81	3.27	697	MEDIUM

*Table 9 Affective analysis*

*Analysis of the Continuance Dimension (need)*

In the case of the Continuance dimension, Table 10 shows 7 of the values with a Medium rating, that is, 87.5% of the components and only 1 component presents a High value (12.5%).

This component with high value corresponds to question Q20 'One of the main consequences of leaving this organization would be the scarcity of available alternatives'



CONTINUANCE	VARIANCE	AVERAGE SCORE	SCORE	VALUE
Q2. I am not afraid about what might happened if I quit my job without having another on the lined up	2.05	2.91	620	MEDIUM
Q5. It would be very hard for me to leave the company right now, even if I wanted to	1.96	3.67	781	MEDIUM
Q8. Many things in my life would be affected if I left the organization	1.72	3.24	690	MEDIUM
Q11. I would not be too costly for me to leave the organization now	1.70	2.40	511	MEDIUM
Q14. At the moment, working in this Organization is a matter of necessity as much as desire	1.76	3.30	703	MEDIUM
Q17. I feel that I have not many option to considerer leaving this organization	1.76	3.17	675	MEDIUM
Q20. One of the principal consequences of leaving this organization would be the scarcity of available alternatives.	1.58	3.73	795	HIGH
Q.23 One of the major reasons I continue to work for this organization is that leaving would be require considerable personal sacrifice- another organization may not	1.81	3.27	697	MEDIUM

*Table 10. Continuance Analysis*

*Analysis of the Normative Dimension (the duty)*

Finally, the results obtained concerning the Normative dimension, in Table 11, it is shown that 87.5% (8 items) of the components of this dimension obtained an average rating, and 12.5% (1 item) a high rating.

This component with high value corresponds to the question Q3 ‘I think that nowadays the people changes of the company continually.’

CONTINUANCE	VARIANCE	AVERAGE SCORE	SCORE	VALUE
Q3. I think that nowadays the people changes of the company continually	1.48	3.71	790	HIGH
Q6. I do not believe that the people must always be loyal to he or her organization	1.87	3.32	707	MEDIUM
Q9. Switching from one organization to another is not unethical for me.	2.00	2.87	611	MEDIUM
Q12. One of the major reasons I continue in this Organization is that I believe Loyalty is important and therefore feel sense of moral obligation to remain	1.91	3.20	681	MEDIUM
Q15. If I got another better job offer in another Organization, I would not feel it was right to leave my organization	2.08	2.82	601	MEDIUM
Q18. I was taught to believe in the value of remaining loyal to one organization	1.71	3.46	738	MEDIUM
Q21. Things were better in the days when people stayed in one organization for most of their professional life	1.61	3.20	682	MEDIUM
Q24. I do not think that to be a “company man” or “company woman” is sensible anymore.	1.47	2.79	595	MEDIUM

*Table 11. Normative Analysis*

**Analysis of Organizational Commitment behaviour during the COVID-19 Pandemic according to the analysis of various Authors.**

Various theories have developed regarding Organizational Commitment in addition to Meyer and Allen. This section presents the results of the theories developed by Becker, Dennis and Michelle Reyna, as well as the analysis of some new elements, having the base of the results obtained from the study of organizational commitment by Meyer and Allen.

SCORE EVALUATION
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VARIABLE	SCORE RANGE	LOW	MEDIUM	HIGH
AFFECTIVE	[8-40]	[8-19]	[20-30]	[31-40]
CONTINUANCE	[8-40]	[8-19]	[20-30]	[31-40]
NORMATIVE	[8-40]	[8-19]	[20-30]	[31-40]

*Table 12. Score Evaluation*

The results evaluation was according to Table 12, with a score range of [8-40] for each dimension (affective, continuance and normative). Taking as a score evaluation at a low level a values between [8-19] points, such as a medium level [20-30] points and a high level [31-40] points

*Becker's Method*

The Becker method of evaluating the side-bet claim has shown that as the volume or scale of the side-bed investment increases so does organizational participation. As substitutes for actual side-bed investments employees make, biographical variables such as age, tenure, schooling, marital status, gender, organizational level and remuneration have used.

Side-bed 1. Age: older team members are assumed to have mores invested in, and is therefore more commitment to their employing organisation and chosen career.

AGE	AFFECTIVE		CONTINUANCE		NORMATIVE		PROM
	AVERAGE SCORE	CONCLUSION	AVERAGE SCORE	CONCLUSION	AVERAGE SCORE	CONCLUSION	
18-25	27.44	MEDIUM	23.94	MEDIUM	25.44	MEDIUM	25.61
26-35	24.95	MEDIUM	26.39	MEDIUM	24.55	MEDIUM	25.30
36-45	28.69	MEDIUM	29.31	MEDIUM	26.75	MEDIUM	28.25
46-55	28.47	MEDIUM	28.47	MEDIUM	27.18	MEDIUM	28.04
>56	24.80	MEDIUM	27.60	MEDIUM	25.20	MEDIUM	25.87

*Table 13. Age Commitment*

In Table 13, obtained that all participants had a conclusion of average Organizational Commitment regardless of age. However, some differences were decisive Regarding the results of the Organizational Commitment, a Commitment level of 25.61 points obtained from the participants who are 18 -25 years old, 25.30 points for the participants between 26 -35 years, 28.25 for the participants between 36-45 years, 28.04 for the participants between 46 -55 years, and, finally, 25.87 points for

the participants of more than 56 years. Comparing the results, it obtained that participants between 36-45 years old have a higher Organizational Commitment and participants between 26-35 years old have a lower level of Organizational Commitment.

Analysing the Affective dimension, it is necessary that the participants between 18-25 years old present an affective commitment of 27.44 points, 24.95 points for the participants between 26-35 years, 28.69 points for the participants between 36-45 years, 28.47 points for the participants between 46-55 years and 24.80 points for participants over 56 years. When making the comparison, it obtained that the participants who are between 36-45 years old have a higher level of affective commitment, and the participants who are older than 56 years old have a lower level.

Regarding the Continuance dimension, the participants who are between 18-25 years old obtained 23.94 points, 26.39 points for the participants who are between 26-35 years old, 29.31 points for the participants who are between 36-45 years old, 28.47 points for participants between 46-55 years and finally 27.60 points for participants over 56 years. Comparing results, the participants who are between 46-55 years old present a higher level of Continuity commitment and the participants who are between 18-25 years old present a lower level.

Finally, in the Normative dimension, participants between 18-25 years old obtained 25.44 points, 24.55 points for participants between 26-35 years, 26.75 for participants between 36-45 years, 27.18 points for participants between 45-55, finally, for participants over 56 years of age they obtained 25.20 points. Concluding that the participants who are between 45-55 years old have a higher level of normative commitment and, the participants who are between 26-35 years old have a lower level.

In summary, the participants who are older during the COVID-19 Pandemic in Mexico do not present an Organizational Commitment as indicated by Becker, if not, those who are between 36-45 years old.

Side-bed 2. Position: A higher position is a benefit appreciated by the employee, which can boost the organization's identity.

Position	AFFECTIVE		CONTINUANCE		NORMATIVE		Prom	Level
	Average score	Level	Average score	Level	Average score	Level		
General assistant	24.86	Medium	27.28	Medium	23.69	Medium	25.28	Medium
Administrative staff	24.67	Medium	27.13	Medium	25.20	Medium	25.67	Medium
Specialist	26.88	Medium	27.68	Medium	26.53	Medium	27.03	Medium
Supervisor	27.33	Medium	24.83	Medium	26.75	Medium	26.31	Medium
Head of area	27.71	Medium	25.75	Medium	25.39	Medium	26.29	Medium
Manager	26.61	Medium	26.83	Medium	24.56	Medium	26.00	Medium
Coordinator	24.70	Medium	24.65	Medium	23.60	Medium	24.32	Medium
Director	32.43	High	33.57	High	29.57	Medium	31.86	High
Prefer not to say	28.16	Medium	29.79	Medium	26.53	Medium	28.16	Medium

*Table 14. Position Commitment*

Table 14 shows that the participants who work at a Direction level have a High Commitment with 31.86 points, while the participants who occupy other positions presented a Medium Organizational Commitment level, of which, the participants who occupy a Coordination level presented the lowest level with 24.32 points.

Regarding the Affective dimension, those who occupy a position at the Direction level obtained a higher affective commitment with 32.43 points, and the participants who had the lowest level of this dimension were those at the Administrative Staff level with 24.67 points.

Analysing the Continuance dimension, the participants who have a position at the Director level present a high level of Continuity Commitment with 33.57 points, on the other hand, with 24.65 points those who are at a Coordination level present the lowest level of continuity commitment.

Finally, concerning the normative component, those with the highest commitment to this component are those with 29.57 at the

executive level and those with the lowest level of regulatory commitment are those with a total of 23.60 points at the coordination level.

Summarizing, the results obtained in table R14 continue to confirm Becker's theory, which establishes that the greater the position, the greater the Organizational commitment, since those who belong to the Executive level obtained the highest results. However, in this analysis, those who are in a lower position are not those with a lower commitment, but preferably those who occupy a Coordination level that is only one level lower than that of Direction.

Side-bed 3. Education: there are likely to be fewer work alternatives with fewer qualifications.

Moreover, therefore thus more likely to be dedicated to the hiring company.

Education	AFFECTIVE		CONTINUANCE		NORMATIVE		Prom	Conclusion
	Average score	Conclusion	Average score	Conclusion	Average score	Conclusion		
Primary	25.75	Medium	28.50	Medium	25.75	Medium	26.67	Medium
Secondary	29.72	Medium	31.56	High	27.83	Medium	29.70	Medium
High-school	26.38	Medium	25.41	Medium	25.59	Medium	25.79	Medium
University	25.78	Medium	26.97	Medium	24.88	Medium	25.88	Medium
Master	26.81	Medium	26.81	Medium	25.85	Medium	26.49	Medium

*Table 15. The education and the Organizational Commitment*<sup>18</sup>

Concerning the topic of education, Table 15 shows the results obtained from the organizational commitment, in which all participants at any level of education have a medium organizational commitment. However, the highest level of commitment are the participants who studied at the secondary level with 29,70 points, on the other hand, with 26.49 points, the participants with an educational level at the Master's level demonstrated the lowest level of commitment.

About the Affective Dimension, the participants with a secondary level education received a higher level of affective dimension with 29.72 points. In comparison, those with studies at the primary level reported the lowest level of affective dimension with 25.75 points.

<sup>18</sup> Level of studies according to the Mexican school system

For the Continuance dimension, as in the affective dimension, the highest level was 31.56 points for participants with a secondary level and 25.41 points for participants with a high school level showed the lowest level of continuity commitment.

Finally, in the normative dimension, as in the other two dimensions, at 27.83 points, the participants with a secondary education level obtained the highest level, on the other hand, those with a university education level are the participants who obtained the lowest results of commitment to this dimension.

In conclusion, according to Becker's hypothesis, individuals with a low education level have a higher organizational contribution to the level of education during the COVID-19 Pandemic.

Side-bed 4. It is argued that being married and/or having children indicates that people have more non-work duties, which makes them less likely to risk the investments made and more committed to their company and career. On the other hand, it is assumed that individuals and others without dependents have less non-work commitments, which decreases the value of their side-bet investments.

Marital status	AFFECTIVE		CONTINUANCE		NORMATIVE		Prom	Conclusion
	Average score	Conclusion	Average score	Conclusion	Average score	Conclusion		
Single	26.00	Medium	27.40	Medium	25.37	Medium	26.26	Medium
Married	26.86	Medium	26.94	Medium	25.38	Medium	26.39	Medium

*Table 16. Marital Status Commitment*

In Table 16, it observed that individuals who are married have a higher degree of organizational commitment with 26.36 points compared to single individuals who earned a total of 26.26. It is basically at a medium level of organizational interaction, however, married participants have a higher degree of commitment (26.86 points) compared to single participants (26.00 points) concerning the affective dimension. On the contrary, in the Continuance dimension, with 26.94 points, single participants have a level of 27.40 higher than married participants. Finally, in the Normative Dimension, married and single participants have the same degree of engagement.

Do you have Kids?	AFFECTIVE		CONTINUANCE		NORMATIVE		Prom	Conclusion
	Average score	Conclusion	Average score	Conclusion	Average score	Conclusion		
No	25.35	Medium	26.51	Medium	24.95	Medium	25.60	Medium
Yes	27.53	Medium	27.85	Medium	25.90	Medium	27.09	Medium

*Table 17. Participants with Kids Commitment*

Participants who have children, as well as married participants, have a higher degree of organizational engagement with 27.09 points, according to Table 17, whereas participants who do not have children with 25.60 points have a lower level. The same applies to the three dimensions in which respondents with children have a higher degree of interaction than participants who do not. The previous findings, therefore, check Becker 's theory on civil status and family obligations.

Side-bed 5. In their work-related positions, women can spend less and are thus less committed to their chosen profession or empowerment organization. They seem to have more family commitments that take priority over duties at work.

Gender	AFFECTIVE		CONTINUANCE		NORMATIVE		Prom	Conclusion
	Average score	Conclusion	Average score	Conclusion	Average score	Conclusion		
Female	26.60	Medium	27.62	Medium	25.49	Medium	26.57	Medium
Male	26.42	Medium	26.41	Medium	25.19	Medium	26.01	Medium
Prefer not to say	21.00	Medium	23.50	Medium	25.50	Medium	23.33	Medium

*Table 18. Gender Commitment*

In Table 18, it shows that the female gender participants have a higher level of organizational commitment with 26.57 points and the lowest commitment expressed with 23.33 points by the people who preferred not to provide this detail. The same happened with the three dimensions of organizational participation, where the female gender presents the highest levels. It has remained in the past to establish that the hypothesis where women displayed a lower degree of organizational engagement compared with men.



‘When the team members have confidence in one another’s abilities, intentions, and commitment, they are more willing and able to participate, collaborate, and innovate, the team is inspired’

Communication	AFECTIVE		CONTINUANCE		NORMATIVE		Prom	Conclusion
	Average score	Conclusion	Average score	Conclusion	Average score	Conclusion		
Excellent	29.18	Medium	27.62	Medium	26.39	Medium	27.73	Medium
Good	25.14	Medium	26.87	Medium	24.99	Medium	25.67	Medium
Cordially good	23.18	Medium	26.30	Medium	24.06	Medium	24.85	Medium
Awful	22.91	Medium	24.55	Medium	24.45	Medium	23.97	Medium

Table 19. Communication with the team working

Table 19 shows the results of organizational commitment according to the evaluation of the communication, starting with they have a higher level of organizational commitment when communication is excellent with 27.73 points, on the other hand when communication is Awful, the level of organizational commitment is lower with 23.97 points. The same happens in the three dimensions of organizational commitment, reinforcing the study carried out by Denis and Michelle Reina.

*Other variables*

Other variables influencing organizational involvement in Mexico during the COVID-19 Pandemic:

Unions, Contract type, Industry and Recognition

Union	AFECTIVE		CONTINUANCE		NORMATIVE		Prom	Conclusion
	Average score	Conclusion	Average score	Conclusion	Average score	Conclusion		
Not	26.43	Medium	27.28	Medium	25.38	Medium	26.36	Medium
Yes	29.38	Medium	28.38	Medium	28.38	Medium	28.71	Medium
Do not Know	22.56	Medium	23.00	Medium	22.67	Medium	22.74	Medium
Prefer not to say	17.00	Medium	23.00	Medium	25.00	Medium	21.67	Medium

Table 20. Union analysis

Contract	AFECTIVE		CONTINUANCE		NORMATIVE		Prom	Conclusion
	Average score	Conclusion	Average score	Conclusion	Average score	Conclusion		
Freelance	31.50	High	30.00	High	28.50	Medium	30.00	Medium
Permanent	27.52	Medium	27.29	Medium	25.37	Medium	26.73	Medium
Commission	26.50	Medium	28.50	Medium	27.58	Medium	27.53	Medium
Outsourcing	22.05	Medium	26.47	Medium	24.26	Medium	24.26	Medium
Professional practices	23.00	Medium	29.00	Medium	24.00	Medium	25.33	Medium
Not contract	25.15	Medium	26.85	Medium	25.69	Medium	25.90	Medium
Temporary	22.45	Medium	25.45	Medium	24.90	Medium	24.27	Medium

*Table 21. Contract type analysis*

Industry	AFECTIVE		CONTINUANCE		NORMATIVE		Prom	Conclusion
	Average score	Conclusion	Average score	Conclusion	Average score	Conclusion		
Commercial	28.58	Medium	28.67	Medium	27.10	Medium	28.12	Medium
Construction	29.50	Medium	29.75	Medium	28.50	Medium	29.25	Medium
Education	23.40	Medium	26.00	Medium	26.80	Medium	25.40	Medium
Extractive	26.75	Medium	31.75	High	25.50	Medium	28.00	Medium
Industrial	26.26	Medium	26.21	Medium	25.08	Medium	25.85	Medium
Health	24.75	Medium	27.50	Medium	27.75	Medium	26.67	Medium
Services	25.37	Medium	26.49	Medium	24.43	Medium	25.43	Medium

*Table 22. Industry analysis*

Recognition	AFECTIVE		CONTINUANCE		NORMATIVE		Prom	Conclusion
	Average score	Conclusion	Average score	Conclusion	Average score	Conclusion		
International	27.99	Medium	27.54	Medium	26.32	Medium	27.28	Medium
Local	25.34	Medium	26.48	Medium	25.76	Medium	25.86	Medium
National	24.88	Medium	26.98	Medium	24.17	Medium	25.34	Medium
Regional	22.75	Medium	25.83	Medium	23.42	Medium	24.00	Medium

*Table 23. Recognition firm analysis*

## **CHAPTER 4. DISCUSSION**

The discussion has presented in 3 essential parts; the importance of this research, the conclusions of the investigation and future lines.

### **Importance of research**

The main objective of this research is to measure the impact that the COVID-19 Pandemic has had on Mexican companies. However, without a doubt, it must have a previous basis to this situation where companies have had to fight to get ahead in this situation pandemic, quickly adapting to the regulations that each country has decreed. However, without a doubt, the main reason why they have been able to survive is human resources, which is the main actor so that productivity does not suffer a significant drop as an internal factor.

Karl Max (1867) in his work 'The Capital' denominated 'labour productivity' as the power that allows mobilizing a certain amount of means of production to obtain a certain amount of product, integrating the skills of the workers, thus as the use of science and technology for the production of a good or service.

Likewise, the importance of productivity has developed in the studies carried out by Kendrick and Vacara (from 1961 to 1979), where they obtained as a result that productivity has a significant impact on economic growth, on the competitiveness of countries (in international terms), companies and the standard of living of workers.

Until now, many more authors have developed studies on business and economic productivity, but undoubtedly in the last decades, there have been no incidents that ultimately affected world economies and that despite the technology developed, no solution has found. Before the pandemic, the factors affecting productivity were:

1. Working hours. In legislative matters, the payment to the Mexican worker is by Integrated Daily Salary, i.e. that despite having a stipulated working day in practice, these are often not respected and

therefore have not remunerated. On the other hand, according to data from the OECD, of the 37 countries that comprise it, Mexico is the country with the most working hours worked, with a total of 2,137 Hours/worker in contrast to Denmark, which presented a total of 1,380 Hours/worker in the year 2019, and it is not exactly the country with the highest productivity per worker, ranking second as the least productive country in the second half of 2019 (OECD).

2. Lack of job training. 94.3% of Mexican companies are Micro-companies, that is, they are companies where between 1 to 10 collaborators participate. Besides, 62.6% correspond to informal commerce according to data from INEGI (National Institute of Statistics and Geography). In other words, given these figures, these companies do not have the necessary resources for the implementation of processes and procedures that help prepare the growth of their human resources.

3. Multitask activities. As explained in the previous point, because the Mexican economy has based on micro-enterprises for the most part, these are developed in a limited number of workers, giving way to unorganized multitasking activities

4. Short rest periods. As mentioned above, rest periods are short compared to the other countries that make up the OECD due to their high rate of hours worked per year, thus causing constant stress and an imbalance in their personal life.

5. Poor working conditions as:

- Organizational climate
- Work tools
- Workspace

Analysing these five leading factors that affect productivity, no matter the situations that the company is involved in, they will always have to be dealt with on a smaller or larger scale. However, the only one in which the company can better and have a positive impact on productivity is the Organizational Climate that goes hand in hand with the worker's sense of belonging and Organizational Commitment.

Now, since the Organizational Commitment is a reflection of the behaviour that the worker has in the organization, this being a biopsychosocial person, any event that occurs around him will affect the level of commitment he has with his company. This research-based on measuring said Organizational Commitment that Mexican workers have presented during the COVID-19 Pandemic, which has not yet ended and has killed millions of lives around the world and affected the economies of countries on a large scale.

For the measurement of organizational commitment, the Meyer and Allen Measurement Scale was used, which is composed of 3 dimensions: Affective (desire), Continuous (need) and Normative (duty). This scale found to be very useful since the human being is complex by nature, and the scale tries to achieve a complete and in-depth analysis in terms of Organizational Commitment.

As for the factors that could affect the workers in their Organizational Commitment during the COVID-19 Pandemic in Mexico, they are:

- Closure of non-essential activities. These non-essential activities included closures to Museums, Cinemas, Restaurants, Gyms, Trips and all those entertainment activities that the human being and socialization activities.
- Massive capital outflows from emerging markets
- Disruption of global supply chains
- Unemployment. Due to the cancellation of non-essential activities, the Mexican unemployment rate for August is 5.2% according to INEGI data, with a total of 2.8 million people of productive age unemployed. Also, several Mexican companies have declared themselves in red numbers, which has given rise to massive layoffs without the employees having a salary settlement by article 47 of the Federal Labour Law in its section II. Witch article says that any worker who is unjustifiably relieved of his activities must have compensated with a total of 3 months of his integrated monthly salary, plus 20 days of salary per year worked.

- Reduction in working hours and wages: according to the ILO, it reported that at the end of 2020 an unemployment rate of 11.7% is expected, which is equivalent to 6 million people, and likewise, the organization warned that '44% of The employed population in Mexico faces the risk of being affected such as reduced hours and wages'. Thus, economists point out that the most significant risk is the structural destruction of employment since it will be challenging to recover positions that are closed due to company bankruptcies. Hence, many employers have established agreements with workers to reduce hours or even wages in order to avoid layoffs. Nevertheless, in Mexico a "declaration of Health Contingency by the Health Council or the Secretary of Health" has not been established, only a state of emergency was declared, for which such agreements on the reduction of hours and wages do not have a framework legal.
- New labour agreements. As stated in the previous point, following the H1-N1 Influenza outbreak that occurred in Mexico in 2009, the Federal Labour Law has amended to create a modification in the Article 427 of Section VII of the Federal Labour Law. The article declared that in the event of declaring a health contingency, the employer must provide compensation to employees about one month of a minimum wage. This situation did not happen. However, and businesses made temporary agreements with employees directly or with the Unions without amendments to the original labour contracts, but these agreements had to be accepted by the Mexican Labour Tribunal, witch body has not worked 100 percent because of the COVID-19 pandemic, leaving the worker with a feeling of helplessness
- Home-Office implementation in Mexican Companies. Due to the composition of companies in Mexico and the culture, working from home prohibited. However, due to the needs created by the COVID-19 Pandemic, the Home-Office was adopted as an emergent measure for the continuation of labour activities giving way to new challenges and labour problems.

Undoubtedly, the above factors reflected a direct impact on the level of Organizational Commitment in the Mexican Companies, where if the Organizations want to survive and grow to the next level they must to create new processes and procedures for the development of Organizational Commitment. Because, according to several authors, some consequences of the lack of Organizational Commitment of employees are:

- Loss of income. Since an ADP study revealed that, on average, \$ 2,246 per year for each employee who is not engaged, besides, teams without committed employees sell 20% of teams with committed employees.
- Lousy work environment and creation of conflicts. The fact that workers are not satisfied with their work causes low morale and labour productivity, giving way to the creation of conflicts that according to Atrt Bell and Brett Hart (2009), in their work from which they classify the eight common causes of conflict in the workplace.
- Low productivity. As mentioned in the previous point, the low morale caused by a lack of committed employees prevents the maximum potential for labour productivity from being reached. The implications of low labour productivity range from dissatisfied customers to a bad company reputation

### **The conclusions of the investigation**

As mentioned above, a structured qualitative survey based on the Meyer and Allen Organizational Commitment Measurement Scale in its 1997 version has used as an instrument, as well as the addition of questions that allowed sectioning the results and checking various theories developed by other authors. Like Becker, Dennis and Michelle Reina. This measurement had carried out from September 12 to 18, 2020 when the COVID-19 Pandemic had been six months since the first case detected in Mexico, without yet having a solution for it.

### *Analysis of the participants*

A total of 213 participants, where 57% of the participants were between 26 and 35 years old, the 61.95% are women, 38% men and 0.05% of the participants preferred not to say giving way to the use of the confidentiality that the instrument offered.

About the unemployment situation, only 5 % of participants did not have a job before the COVID-19 Pandemic, and the number increased to 11 % during the situation. Regarding the unemployment rate in Mexico, according to a study carried out by INEGI, the unemployment rate as of August 2020 was 5.2%, with 2.8 million unemployed people, and according to the ILO, this unemployment rate could be 11.7%<sup>19</sup>.

Another critical finding obtained from the instrument is that before the COVID-19 Pandemic, only 7 % of the participants served under the Home Office modality, and this number rose to 42% during that period.

It is important to emphasize that 31% of the participants declared that they invested a more significant number of hours while carrying out their activities, 19% did fewer working hours and only 31% worked the number of hours. Deducing that the change When performing Home-Office it could affect its increase or decrease, which according to a study carried out by Bartel, Wrzeniewski and Wiesenfeld in 2012, workers spend more time in their work activities under the Home-Office modality since the flexibility of working hours. Workers often find it very easy to break the boundaries between work schedules and schedules related to personal life.

Regarding the salary situation, 60% of the participants have maintained the same salary, 5% salary growth, 3% preferred not to share this type of information and 32% had a cut in the income cut. This

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<sup>19</sup> Forbes staff. (2020). 'Tasa de desempleo en México podría llegar al 11.7% a fin de año: OIT'. [Website] <https://www.forbes.com.mx/economia-tasa-de-desempleo-mexico-llegar-11-7-fin-de-anio-oit/>. Accessed: October 10, 2020



cut in salaries can directly affect employee morale since it has well known that not having the necessary resources to cover their survival needs creates worries and therefore, constant stress. Likewise, only 23% of the participants declared that they had an incentive from the company in which they worked, noting that the companies were concerned about their workers, 75% indicated that they did not receive any incentive and 2% preferred not to share this information.

#### *Organizational commitment analysis*

As regards the scale used, developed by Meyer and Allen, it comprised 24 questions, 8 for one of each of the three dimensions of Organizational Commitment (Affective Commitment, Continuance Commitment and Normative Commitment). When performing the reliability analysis, a result of 91% was obtained, which evaluates the study with a high-reliability index according to Cronbach's Alpha.

By the above, an average organizational commitment of 78.83 obtained, which when conducting the evaluation led to the conclusion that in general, the 213 participants present a Medium Organizational Commitment according to the previously established evaluation scale. Noting that, although there was no damaging result on the Organizational Commitment scale, it did not have a high result either. Having many areas of opportunity for companies that are interested in increasing Organizational Commitment among their collaborators.

In terms of the three dimensions of Organizational Commitment, 26.3 points obtained for the Affective Commitment (desire) equivalent to a medium level, 27.12 points for the Continuity Commitment (need) equivalent to a medium level, and 25.38 points for the Normative Commitment (the should be) equivalent to a Medium level. Although the three dimensions have the same average level of Commitment, the one that predominates the most is that of Continuity, which the job feels obliged to continue working in the Organization because it feels that it has invested time and effort in its job, presenting an attachment to the Organization due to the benefits obtained by it and fear of not obtaining the same benefits when leaving the Organization.

### *Affective Commitment (desire)*

Carrying out a more in-depth analysis of Affective Commitment where it had presented, a total of 26.3 obtained on average, with a result of medium Commitment, two of the eight questions that obtained a high score are:

- I enjoy talking about the Organization with people outside it
- This Organization has Great mining of me.

These two questions that rated at a high level show that employees have a high level of belonging to the organizations, where the worker by having this sense can feel the Organization as his The question with the lowest evaluation was:

- I think that I could easily become as attached to another Organization as I'm to this one.

By showing affection for the Organization, the worker currently provides his services, reinforcing the sense of belonging that the worker feels.

### *Continuance Dimension (need)*

Speaking of the Continuance Dimension, only one of the questions rated at a high level which is:

- One of the main consequences of leaving this Organization would be the scarcity of available alternatives

That means that, due to the situation that Mexico went through from March to September 2020 due to the COVID-19 Pandemic, participants feel a fear of not finding any other job opportunity in another Company and therefore not having the necessary resources to cover their monetary needs for their survival

The above has reinforced with the question that had a lower score which is:

- I am not afraid about what might happened if I quit my job without having another on the lined up

Where it has clearly shown that the participants on average if they lose their jobs during the COVID-19 Pandemic, they do not have another job offer from the Other company.

#### *Normative Dimension (the duty)*

Analysing the Normative Dimension, which had a medium commitment rating, only one of its questions obtained a high rating, which is:

- I think that nowadays the people changes of the company continually

That because previously, the Mexican worker lasted decades in his Organization due to the fact of turning 65, the worker had access to a life pension. Nevertheless, due to the labour reforms developed in the 1997 Law of the IMSS<sup>20</sup> (Mexican Institute of Social Security). That reform specifies that the workers who begin to work after 1997, will no longer have access to a labour pension, and they will have their savings made on account of AFORE (Retirement Fund Manager). Having as a consequence that workers continuously seek a better job opportunity or the entrepreneurship.

Reinforcing the above, one of the questions that obtained the lowest score was:

- If I got another better job offer in another Organization, I would not feel it was right to leave my organization

Where, on average, of the participants would consider changing jobs if they had a better job opportunity, without feelings of guilt.

#### *Organizational Commitment theory analysis*

Other objectives of this research are to analyse the behaviour of the Organizational Commitment according to the theories developed by various authors, from which it obtained:

Becker theories

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<sup>20</sup> CONSAR, (2020). 'Pensión por régimen 97'. [Website]. <https://www.gob.mx/consar/articulos/por-regimen-de-97>. Accessed, October 2020.

- Age: older team members are assumed to have more invested in, and is, therefore, more Commitment to their employing Organization and chosen career. This Study resulted in that although all the participants had a medium level of Commitment, the participants who declared to be between 36 and 45 years old showed a lower level of Labour Commitment. The people who have a lower level of Commitment to Labour Commitment are the People who declared to be between 26 and 35 years old. Therefore, this theory does not apply to this Study.
- Position: A higher position is a benefit appreciated by the employee, which can boost the Organization's identity. Indeed, the people who declared having a position at the Executive Level presented a high level of Organization Commitment. On the other hand, the participants who declared having a position at the Coordination level presented the lowest level in terms of Organizational Commitment, it can be, because generally, people who have this level of charge one of their main activities is the resolution of conflicts of the Organization. In other words, the Coordinators serve as the connectors between the managerial levels and the Managerial levels; therefore, they have to support both areas in the resolution of conflicts that these present.
- Education: there are likely to be fewer work alternatives with fewer qualifications. Moreover, therefore thus more likely to be dedicated to the hiring company. With the results obtained, this theory confirmed since the participants who studied up to a Secondary level presented the highest level of Organizational Commitment and those who presented the lowest level were the participants who studied the University.
- Civil status: Married people have a higher level of Organizational Commitment than single people; on the other hand, people who have children have a higher level than people who do not. In this Study, it has found that both single and married people have almost the same level of Organizational Commitment. However, indeed the participants who have children presented a higher Organizational Commitment score than the participants who did not have children. That may be since advanced

society is living a different time from the time in which Becker developed this theory (1960). Therefore, today having children does not imply that people are married or that being married does not implies having children.

- Gender: In their work-related positions, women can spend less and are thus less committed to their chosen profession or empowerment organization. They seem to have more family commitments that take priority over duties at work. In this research found that women have a higher level of Organizational Commitment, since, as in the previous point, society has evolved in recent decades. Hence, women and men have the same job opportunities and interests in the Mexican Labour Culture.

#### Michelle and Denisse Reina Theory

Dennis and Michelle Reyna established that 'When team members have confidence in the abilities, intentions and commitment of others, they are more willing and able to participate, collaborate and innovate, the team has inspired'. Likewise, the better relationship they have with their direct boss, this is reflected in their level of Labour Commitment.

Therefore, this research can confirm this theory given that the participants who declared having better communication with their immediate bosses have a higher level of Organizational Commitment than those who declared having a bad relationship with their direct boss.

#### Other variables studied.

Unions: the people who declared belonging to a union presented a higher level of Labor Commitment than the participants who did not want to answer or those who did not belong to it, this is since according to an investigation carried out on the role of Mexican Unions carried out by David Fairris in 2006, workers belong to a Union, they feel protected in terms of their rights as workers in companies.

Contract Type: this research showed that the participants who work the FreeLancer modality have a higher Organizational Commitment because the Commitment is with themselves, and the participants who have temporary contracts or through Outsourcing presented the lowest level of Organizational Commitment This is because they have not developed the feeling of belonging to the company where they provided their services

Industry: Regarding the industry where the participants presented a higher level of Organizational Commitment, it was the Construction industry, below it is the Commercial and Extractive Industry because these three industries are the most important in Mexico according to a study developed by Deloitte in July 2020. Having the lowest level, the Services and Education Industry, since the beginning of the COVID-19 Pandemic these two industries have been the most affected worldwide, Likewise, both industries being dependent on the human factor, several conflicts may arise in the development of activities within the Organizations of these Areas.

Recognition of the Business. The participants who are part of an Internationally recognized Company presented a higher level of Organizational Commitment than the others, and this is because companies that have international recognition have firmly established processes and procedures giving employees a sense of security, giving a vision of the future of the company. That helps to minimize the causes of conflict that can have in the workplace. Likewise, International companies have grown thanks to the development of a robust Organizational Culture that makes the worker have that sense of belonging to the Organization.

In summary, according to the results obtained, the participants showed to had a Medium Level of Organization Commitment, but with a tendency to Continuous Commitment, which refers that the participants continued to be part of the same Organization for the lack of opportunities. Also, many of them consider having invested a lot of time and effort in their working positions. There are many areas for improvement for organizations.

The above reflects a change in the Organizational Commitment, due to by comparing the theories developed by Becker in 1960 had a basis in a population where men and women did not have the same work opportunities. Therefore, some theories have not validated in 2020, where it has shown that factors such as the age or sex of the participants are not factors that influence the Organizational Commitment of Organizations.

### **Future Lines of Research**

This Research defines the internal and external factors that affected the Organizational Commitment of companies during the COVID-19 Pandemic in Mexico, which should be taken into account if they want to continue their operations because of this event changes by complete everything that was known related to the working groups.

#### *Internal factors:*

- Good communication and the relationship between the members of the work team, highlighting that the direct manager-collaborator relationship is of vital importance
- Sense of belonging. Due to the tax regulations that have imposed in Mexico in recent decades, different contracting types have developed, such as Outsourcing. Companies must develop processes and procedures so that workers who work under this scheme also feel part of the Organization as they somehow interfere with the Organization's productivity results.
- Age, marital status or having children are not factors that affect Organizational Commitment.
- Support for jobs with a high degree of responsibility. Companies must carry out an analysis of key positions with a high level of responsibility or that dedicated to conflict resolution. As well as the correct selection of the person who occupies it, since the wrong person may generate more problems, or the right person will not be successful without the right support.

- Updating of processes and procedures for new work modalities. Due to the new adapted modality such as Home-Office, many companies do not have processes and / or procedures that include it. Creating new conflicts in the Organization due to the new work modalities.

*External factors:*

- New labour reforms that contemplate the Home office as an official work modality in Mexico. According to Forbes Mexico magazine in a publication made in May 2020, it indicates that new reforms should be developed in the area of Hygiene and Safety of the Home-office Modality, since currently in 474 of the Federal Labour Law. Indicates as a work accident any organic injury or functional disturbance, immediate or subsequent, death or disappearance derived from a criminal act, produced suddenly in the exercise or due to work, whatever the workplace and the time that has provided. Accidents that occur during transfers to the workplace have included in the above definition. But this article presents 'Legal Loopholes' for new workers in the Home Office modality since it does not establish those work accidents that may occur in new workspaces, because the Home-Office (in most companies) implemented due to the need for operational Continuity of the Organizations during the COVID-19 Pandemic

- Undoubtedly, the Home-office modality will adapt and continue to operate even though collaborators can return to carry out their activities in the facilities of the organizations since both workers and companies found benefits when working under this modality due to the flexibility that this representation. Therefore, apart from labour laws, new labour contracts must be created or updated either with workers or with unions.

- Mexican Organizational Culture. Before the COVID-19 pandemic, the predominant factor in Organizations is Control, where bosses felt the need to monitor workers throughout the working day, resulting in a bad work environment that could damage the productivity of the Organization and creating labour problems.



## CONCLUSIONS

The Organizational Commitment is so dynamic because it represents all the emotions that the employee has towards the business to which he belongs, getting a high organizational standard. Having a high level of Organizational Commitment is a crucial element for the development and survival of Organizations since these determine whether workers will stay for a longer time and carry out their activities with the passion necessary to achieve the objectives.

Therefore, due to the feelings involved in the Organizational Commitment, any event that occurs inside or outside the Organization directly affects the level of the Organizational Commitment, such is the case of the COVID-19 Pandemic that unfortunately does not It has only killed millions of lives worldwide. However, it has also affected the economy by having massive capital outflows from emerging markets due to the closure of non-essential activities, causing the disappearance of some firms and therefore, unemployment.

All of the above, countries like Mexico have revealed the lack of legislation that protects and supports the workforce in cases of health contingency. For the COVID-19 Pandemic, many workers have lost their jobs without a reasonable settlement, some Organizations have found necessary to decrease salaries without decreasing working hours, making external deals on labour contracts without legal grounds in order to preserve human talent. All these factors have been affecting the economic stability and the vision that the worker had in his or her Organization. Therefore, this research's main objective was to measure the impact that the circumstances described above have had during the COVID-19 Pandemic on the Organizational Commitment of the Mexican worker.

The instrument used to perform this measurement was the one developed by Meyer and Allen in 1994, which mainly based on the measurement of Organizational Commitment under three main dimensions; Affective, Continuance and Normative. The Affective dimension shows the emotional attachment that an employee has towards the Organization, in the Continuance dimension the worker

reflects on the cost of leaving the Organization, and finally the Normative Dimension that reflects the feeling of obligation that the employee feels to remain in the Organization because it is the right thing to do.

It has considered that the instrument was the appropriate one for this investigation because it designed to reflect the feelings of the worker to individual circumstances and its global approach.

This instrument was the basis for the design of the qualitative survey had applied to 213 Mexican workers. This survey had divided into two sections; In the first section, it had based on general data that helped to collect information for the comparison of results with other theories developed by other authors such as Becker, Dennis and Michelle Reyna. The second section based on the Meyer and Allen Instrument composed of 24 items which were answered according to the Likert scale, having a total of 45 items between both sections. The survey had translated into Spanish, which is the official language of Mexico, in order to help participants, understand reading and comfort while responding to the questionnaire since the main goal was to capture participants' experiences and feelings without neglecting ethical concerns such as respect, autonomy and privacy.

As mentioned above, a total of 213 responses were received, showing that 32 % of them suffered an unlawful wage reduction under the Mexican Federal Labour Law, 11 % lost their jobs during the COVID-19 Pandemic, 42 % lost their jobs. It carried out their activities in the Home-Office mode. A medium level of Organizational Commitment had obtained when evaluating the details, obtaining an average score of 78.83 from a range of 24 to 120 points. Hence, companies in Mexico have many areas of opportunity in the matter.

With regard to the results of the three dimensions of Organizational Commitment (Affective, Continuance and Normative), a medium degree of commitment was achieved in the three dimensions, but with a marked tendency to the Continuance dimension, indicating that Mexican workers feel that

they have committed a great deal of effort and loyalty to the organizations in which they work, as well as fear.

The comparison of the effects of Organizational Commitment with the theories developed by Becker (1960) and Dennis and Michelle Reina (2015) was another objective of the study. Thanks to the results obtained, it has shown that society has changed in recent decades, because gender, age and place in the Organization are no longer deciding factors influencing organizational engagement, according to Becker's study.

On the other hand, Organizations must continue with the improvement of processes and procedures that help Communication, a sense of belonging, Organizational identity and the support of workers such as Denis and Michelle Reina establish it in their research in 2015

One of the essential findings were new forms of work that some organizations had to adopt for the continuity of their operations; such is the case of the Home-Office, which was not a common form of work and in some cases prohibited.

Therefore, there are no laws that regulate this new form of work in Mexico, as well as the creation of new conflicts in the workplace by not having a space limitation between work activities and activities related to the home.

Finally, it is essential to mention that one of the most critical limitations when conducting this research was the time factor because the information was collected in September 2020 when the COVID-19 Pandemic had not yet come to an end.

Also, the time limit for this investigation was 12 weeks, in the case of having had it, it would have been possible to capture a global impression of the Organizational Commitment in Mexican workers.

## **REFLECTION**

From the moment of selecting the correct topic to investigate to obtain the conclusion of studies at the Master's level, I wanted to reflect in it everything I learned in the course and my previous studies, mixing all those experiences acquired throughout my work experience in my native country, Mexico.

With this research, I wanted to develop a topic little studied in Mexico, due to its Organizational culture and the news received on labour issues developed during the COVID-19 Pandemic, where the lack of labour laws that protect the worker during this type of contingencies had denoted.

Throughout my student development at Independent College Dublin it allowed me to develop my Negotiation skills and the knowledge of other alternative dispute resolution (ADR), as well as the acquisition of new knowledge on legislative issues at a global level.

A determining factor for conducting this research was the time factor because the time designated for conducting the research was insufficient to obtain the global impressions of workers during the COVID-19 Pandemic, the same as when conducting the collection of information that was in September 2020 had not yet come to an end.

Being satisfied with the experience lived when carrying out my studies and this research.

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## **APPENDIX**

### **Appendix 1. Qualitative Survey (English Version)**

#### ***Part 1. General Information***

1. Gender
  - a. Female
  - b. Male
2. Age
  - a. 18-25 years
  - b. 26-30 years
  - c. 31-40 years
  - d. 41-50 years
  - e. 51- 60 years
  - f. 61-70 years
3. Civil status:
  - a. Single
  - b. Married
4. Do you have any kids?
  - a. Yes
  - b. No
5. Academic degrees
  - a. Primary school
  - b. High school
  - c. College
  - d. Master
  - e. PhD



6. Working situation before the Pandemic

- a. Home office
- b. Physically in the workplace
- c. Self-employer
- d. Unemployed

7. Working situation during the pandemic

- a. Home office
- b. Working hours' reductions
- c. Same situation
- d. Loss of work
- e. Self-employer
- f. Starting a new job

8. Firm Size where you work or worked:

- a. Micro: 10 workers
- b. Small: 11-30 workers
- c. Medium: 31-100 workers
- d. Large: <101 workers

9. Firm industrial sector:

- a. Extractive
- b. Industrial
- c. Services
- d. Commercial
- e. other

10. The company where you work is....

- a. International recognized

- b. National recognized
- c. Regional recognized
- d. Local recognized

11. Type of employment

- a. Part- time
- b. Full- time
- c. Casual employee
- d. Self-employer / freelance
- e. Apprentice or trainee

12. Contract type:

- a. Permanent or fixed term
- b. Outsourcing contract
- c. Seasonal
- d. Commissions

13. Position:

- a. General assistant
- b. Secretary
- c. Office work
- d. Department chief
- e. Middle manager
- f. Top manager

14. How is your relationship with your immediate boss?

- a. Excellent
- b. Good
- c. Cordially good

d. Awful

15. Do you belong to a union?

a. Yes

b. No

c. I do not know

16. Do you or your employer respect the working hours stipulated in your employment contract?

a. Yes

b. Not

c. Sometimes

17. In the case in which you are a teleworker during the pandemic, would you like to back physically at the workplace?

a. Yes

b. Not

c. Not sure

18. During the pandemic, how has your work schedule been?

a. Less working hours

b. The same

c. More working hours

19. Wages situation:

a. Reduction of wages

b. Same situation

c. Increase of the wages

20. During the pandemic, have you received an extra compensation from your employer?

a. Yes

b. Not

21. Did you get any subsidy by the government?

a. Yes

b. Not

**Part 2. In the following questions, you should choose the option in a concordance of the scale:**

1- Strongly disagree

2- Disagree

3- Neither agree or disagree

4- Agree

5- Strongly Agree

*(Affective commitment Items)*

Q1. I would be very happy to work for this organization the rest of my professional life

Q4. I enjoy to talk about the organization with people outside it

Q7. I really feel the Organization's Problems as mine

Q10. I think that I could easily become as attached to another Organization as I am to this one \*

Q13. I do not feel like 'part of the family' in my Organization \*

Q16. I do not feel 'emotional attached to this Organization' \*

Q19. This Organization has a great meaning for me

Q22. I do not feel a great sense of belonging in this organization \*

*(Continuance commitment Items)*

Q2. I am not afraid about what might happen if I quit my job without having another one lined up. \*

Q5. It would be very hard for me to leave the company right now, even if I wanted to.

Q8. Many things in my life would be affected if I left the organization.

Q11. I would not be too costly for me to leave the organization now. \*

Q14. At the moment, working in this Organization is a matter of necessity as much as desire.

Q17. I feel that I have not many option to considerer leaving this organization.

Q20. One of the principal consequences of leaving this organization would be the scarcity of available alternatives.

Q23. One of the major reasons I continue to work for this organization is that leaving would be require considerable personal sacrifice- another organization may not.

(Normative Commitment Items)

Q3. I think that nowadays the people changes of the company continually.

Q6. I do not believe that the people must always be loyal to he or her organization. \*

Q9. Switching from one organization to another is not unethical for me. \*

Q12. One of the major reasons I continue in this Organization is that I believe Loyalty is important and therefore feel sense of moral obligation to remain

Q15. If I got another better job offer in another Organization, I would not feel it was right to leave my organization.

Q18. I was taught to believe in the value of remaining loyal to one organization.

Q21. Things were better in the days when people stayed in one organization for most of their professional life.

Q24. I do not think that to be a “company man” or “company woman” is sensible anymore. \*

**\*Reverse-Coded Item**

**Appendix 2. Qualitative Survey (Spanish Version)**

***Parte 1. Información General***

1. Genero

- Femenino
- Masculino
- Prefiero no decirlo

2. Edad

- 18-25 años
- 26-35 años
- 36-45 años
- 46-55 años
- >56 años

3. Estado civil

- Soltero
- Casado

4. ¿Usted tiene hijos?

- Si
- No

5. Nivel escolar

- Primaria
- Secundaria
- Media Superior
- Superior

- Maestría
- Doctorado

6. Situación Laboral ANTES de la Pandemia Covid-19

- Trabajo desde casa (Home-Office)
- Realizando actividades en el lugar de trabajo
- Trabajador independiente
- Sin empleo
- Otra

7. Situación Laboral DURANTE la Pandemia Covid-19

- Trabajo desde casa (Home-Office)
- Realizando actividades en el lugar de trabajo
- Trabajador independiente
- Sin empleo
- Otra

8. Tamaño de la empresa en la que labora

- Micro: de 0-10 empleados
- Pequeña: de 11-30 empleados
- Mediana: de 31-100 empleados
- Grande: más de 100 empleados

9. Giro de la empresa en la que labora

- Extractiva (minería, pesca, agricultura o ganadería)
- Industrial
- Servicios
- Comercial
- Otra

10. La Compañía en donde usted labora es reconocida a nivel:

- Internacional
- Nacional
- Regional
- Local

11. Tipo de empleo

- Medio tiempo
- Tiempo completo
- Casual o temporal
- Empleado Autónomo o FreeLancer
- Aprendiz o haciendo prácticas profesionales

12. Tipo de contrato con el que cuenta actualmente

- Permanente
- Por medio de Outsourcing
- Temporal
- Por comisión
- Otra

13. Posición que usted tiene en la Compañía

- Asistente General
- Personal Administrativo
- Oficial o especialista
- Supervisor
- Jefe de área
- Coordinador
- Gerente



- Director

14. ¿Cómo considera su relación con su jefe inmediato?

- Excelente
- Bueno
- Cordial
- Mala

15. ¿Usted pertenece a algún sindicato?

- Si
- No
- No lo se
- Prefiero no decirlo

16. ¿Usted o su jefe respetan su horario de trabajo estipulado en su contrato?

- Si
- No
- A veces

17. En el caso de que usted trabaje desde casa por la situación de la Pandemia COVID-19, ¿Le gustaría regresar a realizar sus actividades a su lugar de trabajo?

- Si
- No
- No estoy seguro (a)

18. Durante la Pandemia Covid-19, ¿Cómo ha sido su horario laboral?

- Menos horas trabajadas
- Mismas horas trabajadas
- Mayores horas trabajadas

19. Durante la Pandemia Covid-19, ¿Cómo ha sido su salario?

- Reducido
- El mismo
- incrementado

20. Durante la Pandemia Covid-19, ¿Ha recibido alguna compensación por parte de su empleador?

- Si
- No
- Otra

21. Durante la Pandemia Covid-19, ¿Ha recibido algún apoyo económico por parte del Gobierno?

- Si
- No

**Part 2. En esta sección se presentan una serie de preguntas las cuales usted seleccionara la respuesta de acuerdo a su opinión y a la siguiente escala:**

- 1- Totalmente en desacuerdo
- 2- En desacuerdo
- 3- Ni acuerdo ni en desacuerdo
- 4- Acuerdo
- 5- Totalmente de acuerdo

Q1. Estaría muy feliz de trabajar para esta Organización el resto de mi vida profesional.

Q2. No tengo miedo de lo que pueda pasar si dejo mi trabajo sin tener alguna otra opción

Q3. Creo que hoy en día la gente cambia de empresa continuamente

Q4. Disfruto hablar de la organización con personas ajenas a ella.

Q5. Será muy difícil para mí dejar la empresa ahora mismo, incluso si quisiera

Q6. No creo que la gente deba ser siempre leal a su Organización

- Q7. Realmente siento los problemas de la Organización como míos
- Q8. Muchas cosas en mi vida se verán afectadas si dejara la Organización
- Q9. Cambiar de una Organización a otra no es poco Ético para mí
- Q10. Creo que fácilmente podría volverme tan apegado a otra Organización como lo estoy a esta
- Q11. No me costaría mucho dejar la Organización ahora
- Q12. Una de las principales razones por las que continuo en esta Organización es que creo que la lealtad es importante y, por lo tanto, siento la Organización moral de permanecer en ella
- Q13. No me siento "parte de la familia" en mi Organización
- Q14. Por el momento, trabajar en esta Organización es tanto una necesidad como un deseo.
- Q15. Si tuviera otra oferta de trabajo mejor en otra Organización, no sentirá que fuera correcto dejar mi empleo actual.
- Q16. No siento un "apego emocional a esta Organización "
- Q17. Siento que no tengo muchas opciones para considerar dejar esta Organización
- Q18. Me enseñaron a creer en el valor de permanecer leal a una Organización
- Q19. Esta Organización tiene un gran significado para mi
- Q20. Una de las principales consecuencias de dejar esta Organización sería la escasez de alternativas disponibles.
- Q21. Las cosas eran mejores en los días en que las personas permanecían en una Organización durante la mayor parte de su vida profesional
- Q22. No siento un gran sentido de pertenencia a esta Organización

Q23. Una de las principales razones por las que sigo trabajando para esta Organización es que dejarlo requeriría un sacrificio personal considerable

Q24. No creo que sea más sensato ser un “hombre o mujer que pertenece a una sola empresa”