



## Exploring the Employee's Commitment through Interpretative Phenomenological Analysis (IPA) Approach: Evidences from Private Sector Organizations of Pakistan

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### ABSTRACT

The purpose of this study is two-fold: Firstly, to explore the organizational commitment specifically focusing on where is employees' commitment; towards the organization or towards their jobs? Secondly, employees' experiences are analyzed under the situation when their skills are not appreciated by their boss, to whom they are perceived as incompetent. Six in-depth interviews were conducted of employees working in private organizations in Lahore, Pakistan. Interpretative Phenomenological Analysis is used to analyze transcriptions, and data analysis is performed in Nvivo 11. The finding of this study is in line with social exchange theory. According to this theory, the social exchange process propagates the individuals' emotions are aligned with norms and values of the organization, and nature of this association engage employees with the organization on moral grounds, and this association prolong when in return, organizations treat their employees fairly. Lastly, the themes are also connected with the survival perspective because most of the coping strategies reflect how employees are adapting their practices according to the stressful situation and how they are building their capacity to transform themselves according to the situation.



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## 1. Introduction

The turning point in the career of competent employees comes when they have spent a long time with an organization and have to interact with the incompetent boss. The dynamic view of the commitment highlights the underlying process of individual experience contingent upon the relationship with others (Kim, Kim, & Holland, 2020; Stryker & Craft, 1982). The outcome of individuals' behavior may be shifted in either way towards the organization or towards their jobs. Instead of looking at the objective conditioning, this study uses employees' first-hand experience of dealing with incompetent bosses, and in this transition, how their perspective changes about their commitment. The literature on organizational commitment has few studies that discuss employee commitment with organizations under various situations (Tschopp, Grote, & Gerber, 2014).

Committed employees are vital resource for an organization. Organizations seek to create a culture that inspires individuals, keep them passionate, motivated, and committed

to achieving sustainable competitive advantage (Epstein, 2018). The key practices followed by organizations include training and development that foster individuals' skills and abilities in terms of their performance which ultimately help to achieve organizational goals and objectives. At large, organizations are seeking benefits from their employees by keeping them motivated and committed (Ramdhani, Ramdhani, & Ainissyifa, 2017).

Generally, the choices of being committed are either dependent or independent from described rules and regulations of the organization. The culture describes norms, values, rules and regulations of the organization, which assist employees in knowing about organizational functioning (Deshpande & Webster Jr, 1989). The radical approach of dealing with commitment would argue that employees' choices of self-identification values are dependent on the imposed rules & regulations. Therefore, employees chosen actions are modified by some external forces or powers in order to control their behaviours. However, human dignity should be protected in order to maintain self-directness and should not be undervalued against vital interests (Barilan, 2011). Nowadays most of the policies of the organizations focus on manipulating the behavior of the employees by giving some extrinsic rewards (Weissinger & Bandalos, 1995).

Other than extrinsic rewards, committed employees keep themselves engage with the activities, and they look identical with the working situations by articulating their skills. Moreover, organizational commitment can be influenced through the structure, work characteristics, experience, and relationship between management and its coworkers (Leite, Rodrigues, & Albuquerque, 2014).

Organizational commitment is a psychological state covering both feelings and needs, desire and sense of obligation (Meyer & Allen, 1991). There are three components of commitment: affective, continuance, and normative. Normative commitment is connected with those human actions which can be found on the highest level of human excellence and moral virtues. All human actions, when grounded on moral virtues demanded by conscience and being followed and obeyed with a sense of obligation, is called normative commitment (Meyer & Herscovitch, 2001). As it also addresses the fulfilment of the moral obligation, but it is not fully qualified for moral laws and therefore could not be declared as norms and considered as standard practices because in the Aristotelian tradition, moral good is a wider concept as compared to "normative commitment". On the other hand, affective commitment determines rational judgements and self-identification with the goal of the organization. Lastly, in continuance commitment, people stay with their job because they have fear that losing the job brings them into uncertainty (Meyer & Allen, 1991).

Researchers emphasize qualitative studies are required to see the nature of the relationship between employees and organizations (Ahmad & Bakar, 2003; Low, Bordia, & Bordia, 2016). Explicitly the literature is silent in a unique situation when a good performer (employee) is committed to the organization and with his job, but according to him/her, the boss/manager is incompetent (McCall, 2010). When employees and their boss have a poor relationship, it generates negative behaviour stress (Hogan, 2017; Tepper, 2000). When such a situation prolongs, without conflict with his/her boss/manager, the employee may be feeling anxiety, stress, and burnout. This situation develops a non-supportive environment and frustration at the workplace cause negative emotions and stress (Jung & Kim, 2012). At the same time, he/she is also coping with such emotions.

Interacting in such situations, employees' experience needs to be recorded and analyzed for extracting themes that help researchers to identify their psychological experiences and the way they handle stress under such situations. This study focuses on the transition of employees' commitment while they experience non-supportive behaviour from their supervisors. This study assumes the reality is constructed by the employees through constructing the meaning of reality through the process of interaction with others (Johnson & Cassell, 2001). The researcher invited and captured the experiences of employees who are going through this situation. In order to understand their experiences, the role of the researcher is interpretative (Henwood & Pidgeon, 1992).

### **1.1. The Motivation of the Study**

In private sector organizations, the commitment of the employees swings around normative, continuance, and affective commitment depending on the dynamic factors of the organization. Most of the empirical studies have focused on the role of employee's commitment towards overall job performance. However, these studies have less focused on the underlying complex dynamics factors that shift the type of commitment once the circumstances change. The researchers motivate to explore the underlying dynamic factors that are responsible of shifting the commitment behaviour of the employees working in private sector organizations. This phenomenon could be highly witnessed in private sector organizations as employees may either have a good relationship with their boss or sometimes, they are committed to their job because of the good reputation of the organization. In many cases, they have a fear of losing their job. For instance, a committed employee with his/her job, maybe ignoring the challenging tasks, but once he/she loses his job interest that pushes to find new commitment standards.

## **1.2. The Objective of the Study**

To contribute towards ongoing debate of organizational commitment under unique situations as this study is focusing on conceptualizing the commitment process under the condition when individuals' commitment may either go towards their job or towards the organization in case of interacting with an incompetent boss. Previous researches have been focusing on antecedents and outcomes of organizational commitment. However, the literature covers few studies discussing the situations under which employee commitment may be shifting.

## **1.3. Research Questions**

- Where is the commitment placed? Towards organization or job?
- How individuals manage to cope when the immediate boss is incompetent?

## **1.4. Significance**

Work engagement, loyalty, and good performance are the key attributes of committed employees. Organizations invest a lot on employees to develop their skills and as a result in long run, their contribution become significant for the overall productivity of the organization. The committed employees create value as in knowledge-based industries (Edmans, 2012). Organizational culture is responsible for creating an environment to promote employees' commitment. This study highlights the commitment variations in a unique situation of interacting with an incompetent boss, and in response to this situation employees' commitment either goes towards organization or job. The results of this study signify the policy decision that encourages employees to remain committed to the organization.

## **2. Literature Review**

Literature covers broadly on experiential and situational antecedents of organizational commitment: leadership (Jackson, Meyer, & Wang, 2013), work design, organizational justice (Colquitt, Conlon, Wesson, Porter, & Ng, 2001), trust, and co-worker support, perceived organizational support, person organizational fit, psychological contract breach & psychological empowerment of employees (Seibert, Wang, & Courtright, 2011).

The empirical and theoretical grounds of organizational commitment have been widely covered in the literature. Becker, Mayer & Allen's scale (1991) propagated the nature of relationship with organization is on the basis of economic gains. Three-dimensional approach toward organizational commitment consisted of affective commitment, normative commitment and continuance commitment (Meyer & Allen, 1984, 1997). The retention of the employee is not solely dependent on economic gains but also to create effective influence. Therefore, the identification of employee through the involvement of the with the activities of the organization (Porter, Steers, Mowday, & Boulian, 1974). Leadership style (CİNDİLOĞLU DEMİRER & POLATCI, 2018; Rimes, 2011), organizational performance (Đorđević, Ivanović-Đukić, Lepojević, & Milanović, 2020), job satisfaction (Mahmood Aziz et al., 2021) are the critical outcomes of the empirical studies on employee commitment.

Buchanan (1974) described the notion of commitment in terms of "affective attachment" that is associated with goals and value of the organization. This attachment is for own sake, without any instrumental reasoning. This type of commitment is instrumental based upon some transactional based relationship or exchange of behavior on the basis of some extrinsic reward (Hall, Schneider, & Nygren, 1970; Meyer & Allen, 1984).

Serving to the organization with loyalty and commitment show resilient behaviour towards organizational welfare (Mowday, Steers, & Porter, 1979). Mowday & Boulian's developed the detail scale in order to capture both the attitudinal aspect of commitment and the consequences side of the commitment. The notion of commitment broadly discussed covers two-folded situations; firstly, the outcome can be manifested through loyalty, long term attachment with the organization, motivation, involvement, and positive affect (Scholl, 1981), and secondly through following organizational policies (Angle & Perry, 1981).

Kelman (1958) described the notion of commitment into three categories of attitude of compliance/exchange; firstly, monetary rewards attitude; secondly, identification or affiliation, accepted towards organizational values and make satisfactory relationship, lastly internalization or value congruence, in which internal values and aligned with organizational values.

Meyer and Allen developed three-Dimensional Theory, which has been remained best theory in the domain of organizational commitment. Two scales were developed: affective commitment & continuance commitment (Allen & Meyer, 1990; Meyer & Allen, 1997). Affective commitment belongs to the moral obligation i.e. a self-chosen action for the betterment of the organization without seeking any monetary benefits. In this type of commitment, one internalizes his feelings with the value of the organization.

The third dimension introduced by Meyer & Allen in 1990 called "Normative commitment", which includes the sense of obligation, and feeling debt owed. The developed scale for normative commitment contains consequences, and outcomes, discriminant validity and psychometric properties (Allen & Meyer, 1990; Jaros, 1997). In a meta-analysis study, Normative and affective commitment has high correlation (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002), and the bi-dimensionality of continuance commitment suggested the need for modifications of these dimensions (Ko, Price, & Mueller, 1997).

The reciprocity relationship requires two parties are dependent upon in each other. In organizational settings, the exchange relationship works when employees are being treated fairly (Blau, 2017; Gouldner, 1960) and in return they obliged to fulfil their duties. Social exchange theory explains about employees' association with the organization through attachment. The nature of this association develops when feeling and emotions are alleged through norms and rules negotiated by organization (Cropanzano & Mitchell, 2005).

The emotions and feelings of the employee towards organizational values, and norms determines psychological attachment (O'Reilly & Chatman, 1986). Being a part of organization, the manifestation of attachment with the organization comes through when one is following rules and regulations of the company in order to get some extrinsic reward. In this process, employees internalize their and organizational values by congruently matching his and organizational values. O'Reilly & Chatman (1986) described and differentiated two level of commitment: compliance perspective, and more core side which is called psychological perspective.

Vandenberg and Self (1993) measured commitment at three different point in time. In different point of time affective and continuance commitment vary. At different stages of the career individuals have different interpretation and meaning of the commitment. More time spend in organization, different interpretation will be given. The common characteristics among three types of commitment is a psychological state, but it does not fully describe its meaning (Ko et al., 1997).

Considering the moral obligation and sense of obligation to perform for the betterment of the organization refers to normative propensity (Meyer & Allen, 1991). The propensity of normative commitment is considered before joining the organization. One's inclination towards commitment and it is attached with the personal value of the individuals (Brown, 1996). The instrumental commitment, on the other hand, considers as a mechanism through which employees keep engage with the organization by expecting monetary benefits. This exchange relationship is based on benefits expected to receive from the organization deals with high degree of propensity.

## **2.1. Research Gap**

Due to the inconsistency of the empirical studies on organizational commitment in temporal research settings, it is needed to investigate the experiences of individuals that change in time in selected multiple private sectors of organizations (Hodgkinson, Hughes, Radnor, & Glennon, 2018). Moreover, qualitative research demonstrates how employees' behaviour changes in diverse situations emerging from organizational challenges. (Ahmad & Bakar, 2003; Low et al., 2016). According to this perspective, employees' commitment recognizes as an important antecedent of job performance that is embedded in the unique experiences of the employees.

## **3. Methodology**

### **3.1. Phenomenology Research**

In this study, existentialism phenomenological approach is used. Philosophy of existentialism and methods of phenomenology are blended together under the paradigm of existentialism phenomenology (Valle & King, 1978). According to existentialist phenomenology, individuals' experiences are studied. Human as being in the world, and they are being directed towards in some situations every time. The situation in which most of the objects of the world does not come into the consciousness or perception because as a coping being, we skip emotions, feelings and do not pick consciously unless any problem appears. Phenomenology has ontological assumptions covering "what the world like", and secondly "how it can be known" comes under epistemological assumptions of the descriptive mental content of the individuals (Berroios 1989).

### **3.2. Interpretative Phenomenological Analysis**

In this study *Interpretative phenomenological analysis* is used in order to explore how individuals are making sense of the world around through their personal experience within the context of their culture or society. (Smith, Flowers, & Larkin, 2009). This involves double hermeneutic grounds on the assumption that researchers cannot complete apart themselves out of the real situations. First of all, lived experience of the individuals is taking into account, and during the analysis, the interviewee is trying to interpret the interviewees' interpretation. (Anderson & Spencer, 2002) explained prior permission is necessary from vulnerable individuals who want to participate in the study.

IPA is used to investigate individuals' sense-making of their experiences. There are three epistemological roots: firstly, phenomenology that talks about individual lived experiences, secondly, symbolic interactionism that explains sense making through social interaction and dialogue, and finally, hermeneutics roots describe the interpretative role of the researcher in order to make sense of the lived experiences of the individuals (Smith, 2004). Double hermeneutics comprises of two-step interpretation. Along with individual interpretation of their lived experience, researchers are also trying interpret and making sense of the meaning of the respondents.

This study is using a phenomenological research design to answer the raised research questions. Six participants were selected for this study from private sector organizations (retail, banking, manufacturing, education). Respondents are selected from Lahore, Pakistan that has good repute in organization in terms of their past performance. They have working experience of minimum 5 years. Sample size of 5-7 participants for the phenomenological research (Creswel, 2013). In Purposive sampling participants are selected on the basis of their knowledge, and their verbal eloquence associated with a particular group or a culture (Gentles, Charles, Ploeg, & McKibbon, 2015).

### **3.3. Data Collection process**

In developing countries such as in Pakistan, private sector organizations have been facing challenges regarding job satisfaction and job performance of the employee. Job commitment considers one of the most crucial areas of research in these organizations as commitment increases job performance and job satisfaction (Warsi, Fatima, & Sahibzada, 2009). While choosing the respondents of this study, the purposive IPA is used to ensure participants have experienced the phenomena of interest under investigation.

### **3.4. Sampling Technique**

The sampling technique which is used here is purposive sampling which is used in non-probability sampling and that type of sampling based on the objective of the research's study and characteristics of their population. This is the main criteria of the population from where our respondents are related. Data collection for those that have five years of experience and three years of experience with incompetent boss. Information about the competency of the employee is collected from different sources: friends and colleagues about the competent employee. On inquiring, friends and other colleagues stated that they are good competent employees. In first meeting we asked the respondent about the relationship with the boss, and later after figuring it out that they gave us clue that their bosses are incompetent. After inquiring the employees and their bosses' competency, the interviews were started the interview. Reasons for taking employees working across various private organizations were to generalize the results of this study.

The purposeful sampling used in this research because the researcher selects the participant and sites for study, because the inquiry is informed purposefully, and because of the only person that understands the research problem and the main theme or phenomenon of the study (Creswell, 2013). All things and decisions need to be made by inquirer that who will part of this study, who or what should be sampled, and how many peoples, sites will make part of this study. According to Marshall and Rossman (2006) important for the researcher is to decide who or what should be sampled that is beneficial for the phenomenon or conceptualization, and focus in sampling four aspects are more important, first events, settings, actors, and artefacts. Another important thing in qualitative research, the size of question is equally important in sampling strategy in the data collection process. I have found, however, a much more narrow range of sampling strategies for a phenomenological study (Creswell, Hanson, Clark Plano, & Morales, 2007). It is essential that all participants have experience of the phenomenon being studied. The detail of the respondents is given in the appendix.

The following questions were asked during the interviews from the participants.

#### **Questions**

- What is your understanding about commitment?
- What is difference between Job commitment & Organizational commitment?
- What is your relationship with your boss?
- Have you ever experienced that your boss is incompetent?

#### **The questions emerge out of the interviews**

- Where is your commitment?
- How do you know that you are committed to your job?
- How do you know that you are committed with organization?
- How do you know that your boss is incompetent?
- What was your response when you face a situation with incompetent boss?
- Can you specifically give examples?

## **4. Analysis**

IPA was applied on verbatim transcriptions. Psychological changes are identified by investigating individuals' experiences. Meanings are extracted through the interpretative process of sense making which is based upon the procedure described by (Smith, 2004).

Detail analysis is done through the idiographic approach. While reading the transcripts, anything seems interested is noted. Keywords are identified, and recorded, and also essential essence is noted which is being explained by respondent. The similarity and differences are identified during detail and in-depth analysis of cases (Smith, 2003).. Using the process of analytical induction, provisional meanings are extracted. Further to this process, the meanings are integrated within and across cases. Themes are formed in condensed and abstract form by keeping in view the content of the cases. Master themes are formed at more abstract level and cover the sub-themes (Smith, 2004).

**Table 1**

***Detail of respondents***

<b>Name of Respondents</b>	<b>Gender</b>	<b>Tenure</b>	<b>Age</b>	<b>Current position</b>	<b>Sector classification</b>	<b>Country</b>
R1	Male	10 Years	40	Senior Manager Technology Serves	Engineering	Pakistan
R2	Male	6 Years	31	Electrical Engineer	Engineering general consultant	Pakistan
R3	Male	5 Years	28	Business executive	Consumer & wealth	Pakistan
R4	Male	5.5 Years	27	Analysist	Limelight	Pakistan
R5	Male	10 Years	35	AVP (Assistant vice president)	National Bank of Pakistan	Pakistan
R5	Male	6 Years	31	Lecturer	Local Private Sector University	Pakistan

#### **4.1. Discussion**

##### **Theme I: Internal & External Feelings**

To grasp the first theme that is their internal and external feelings when interviewees encounter with their boss. The interviewee asked the questions regarding shared their experience when they encounter through an experience with incompetent boss. All shared their internal and external feelings when they encounter such situation. All participants asked the sub questions about how did they feel when they interact with their incompetent boss in their job. The basic purpose was to identify how they interpret their feelings and emotions. They described about their internal feelings such as "believing our skills are linked with both job and organization", 'Our personal interest linked commitment', 'describing negative emotions' feeling to step-back', feeling that their personality has a strong role in such situation, 'personal growth has more importance than job". All interviewees were indubitable about their internal and external feelings alter in such situation. All these The internal feelings emerge of the interviewee and described about their emotions such as 'focusing on self-change', focusing on the job in such situations', 'fear to lose psychological needs', 'feeling to step-back', uneasiness of being rejection of ideas', 'believing skills linked with job' All participants shared their feelings.

Once a competent employee encounters a situation under which incompetent boss does not ready to listen and appreciate the opinion of the employee in routine matters, then internal feelings are initially founded that are linked with 'focusing on personal growth', 'limiting their effort at job', 'psychological disturbance' 'focusing on self-change' etc. These similar thoughts are mapped can be seen in detail in Map 1:

While explaining the nature of relationship with his boss, one of the respondents described about his internal state of feelings:

*"I went through detail initially but not I just went into details. Even in civil works I get interfere but now I didn't go into detail. I asked them where you will put the drain, they were doing technical error by giving opposite drainage against the slope. I also asked questions from civil service officer and other departments"*

Another interviewee described his internal feelings:

*"You do not work on maximum efficiency. If you are doing which you don't like, you will start losing your commitment."*

The feelings that emerge while interacting with the boss. One of the respondents share his thoughts.

*"My boss will go differently and try to make his influence to his boss, and tell that this is how I treated the customer for his own sake not for my sake. For example, I have a client of 25 million deposit, I am taking different channel. My boss after taking his number taking him in a different way. And our area manager also takes him differently. So this kind of things started once you have a client of this kind of prestige. So my divergent will be happened of commitment."*

External feelings about others in outer world are also effected such as respondents described: 'boss is not visionary' 'organization's internal control issues' 'boss work for his own benefits' etc. All these associated factors are commonly found expressing as external feelings. One of the respondent described for example states that organizational commitment is due to the name of the company.

*"If organization is treating you in good way, if I am giving things on time. I don't like my job, but I don't want to leave my company. I am committed with my organization, not with the job."*

When boss is not interested to listen valuable suggestion of from employee then the commitment is shacked. An interviewee discussed about how internal control of the organization is important to avoid any possible conflict between boss and employee.

*"Yes, I have experience of this, during our NAB inquiry of the branch. May be my boss was looking in different context, rather than working on internal control, they may be just focusing on working on NAB inquiry."*

From the above statements it is clear that respondents are describing their feeling coming under the theme of "*internal feelings and external feelings*". In that boss does not giving value to the employees, and pushing them to think about their skills, abilities are being wasted and causing them to step-back and focusing on self-change, and just focusing on their own work.

## **Theme II: Rules & Regulations**

Second theme that drives from the statements of the respondents. They described about how rules and regulations conveyed and implemented by boss can restrict them to do only those activities that are mentioned in their job description.

### **Respondent 3**

*"As we have engineering projects in our field and completion of project is in fact determine the level of commitment."*

### **Respondent 4**

*"I could not get time for my personal growth, I will see only job to complete my duties given by organization and my priority will be to do duties or JD's given to me."*



#### **Respondent 4**

*"Relationship with my boss is rational. He is focusing on targets. He will abuse even in front of client. It's all about respect, if you are sitting in clients, and your boss get abusive, then it becomes difficult to control yourself, and you get spoil and get into frustration and stress. So my commitment is on stake with the job."*

Respondent 2:

*"For every person It is required to follow the broader policy of the organization. This is called commitment. Commitment is all about in seven to eight hour that you spend in organization you follow the given roadmap given by your organization."*

Overall, all statements described rules and regulations use by bosses restrict individuals to perform only what is ordered to them to do. Rules and regulations are important to maintain the discipline in organizations, but in control structure, the creativity would be scarified. It causes employees to remain committed with their work instead of the organization.

#### **Theme III: Self driven behavior**

##### **Respondent 3**

*"They said, if you are so much good, do another project we did it, and we did honestly and completed our commitment."*

##### **Respondent 1**

*"It's all about discipline, if you are not reaching on time if given time to some, in organization your official commitment, training commitment, financial commitment, time commitment, taking along all these commitment gives you success. So the values of the organization got effected."*

##### **Respondent 5**

*"If you are just focusing on your job, this is not sufficient. You have to follow rules and regulation of the organization, but at the same time you have to work on your-self in spare time in order to improve your skills for personal growth"*

What is found in the above statements, are a series of claims that mainly represent the self-driven activities. They all regard some of the aspects of self-driven behavior that keep them motivated while not being giving value by the boss. Here it can be seen that they are discussing about taking challenges, focusing on completion of task, being discipline, personal time on personal development etc.

#### **Theme IV: Coping strategies**

##### **Respondent 6**

*"I want to match my internal emotions with the job which I am looking forward. every person has different temperament..."*

##### **Respondent 4**

*"I am also improving my qualification in order to match my internal emotions to match with the external environmental"*

##### **Respondent 1**

*"I am committed with my clients, and I don't want to do anything wrong that shake our relationship with customers."*

## **Respondent 1**

*"One needs to survive in the world, therefore you have to change your self-according to the situation. We switch bosses not jobs."*

What is captured above is central around the concept of coping. Employee how are not being listen in organizations and just asking to do what is written in the job description. They start articulating their behavior according to the situation. Changing behavior, matching internal and external emotions, use experience to handle pressure, learning gives them motivation to do what they like, are also factors associated with coping strategies under such situation.

In order to control their negative emotions and adverse experience with their boss, they start using coping strategies mentioned in map-III such as managing emotions, being motivated, learning through experience, personal growth, focusing on self-change according to new opportunities, and learning and developing, management of internal feelings. Coping strategies help them to overcome their psychological stress and anxiety. Management of their internal emotions according to the desired situation enable to survival even in adverse conditions. These coping strategies deal to overcome stress responses in adverse situation that are conformed with survival strategies (Valent, 1995).

The identified themes provide the insight how employees' commitment modified while interacting with incompetent boss. It is found that as employees are committed with the organization therefore they try to cope situation, and step back to avoid conflict with boss. The whole process can be understood through the identified themes: Internal and external feelings push them to act according to self-driven behavior, and finally start coping with the situation in order to manage stressful situation.

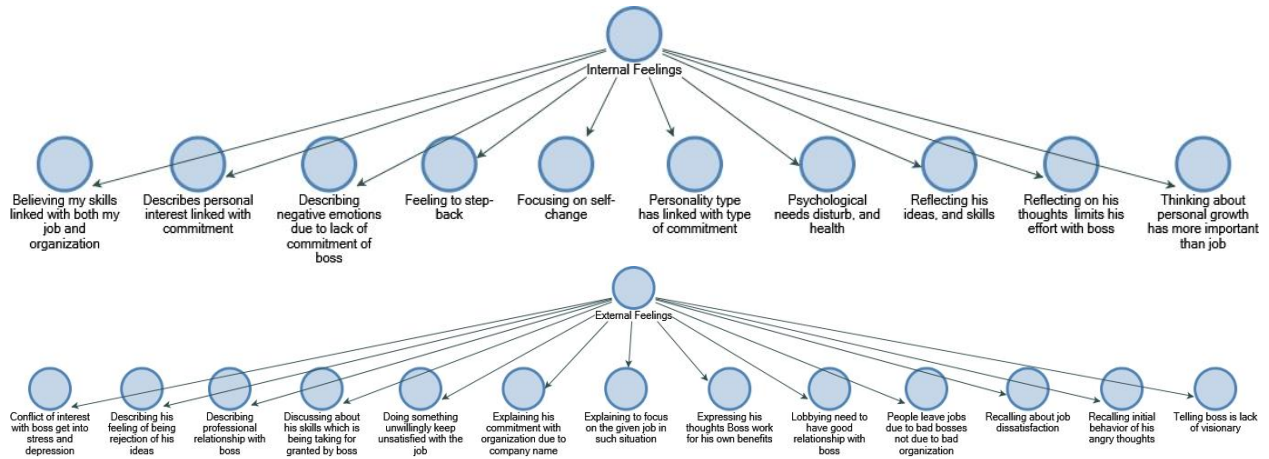
Allen and Meyer (1990), description regarding normative commitment refers to fulfillment of moral obligation, but is not fully qualified for moral laws and therefore could not be declared as norms and considered as standard practices. The moral grounds can be traced back to Aristotelian philosophy, in which individuals' commitment is determined on the basis of human will (González & Guillén, 2008). However, the will is the broader concept covering universal actions as compare to "normative commitment". On the other hand, affective commitment determines the rational judgements which have roots attached to utilitarianism perspective, talks about human actions rationalize in accordance with the maximum benefits to the society.

This study provides a unique lens to both practitioner and researches to analyze the characteristics of common feature of commitment and variations. However previous researches shown limited contribution in the domain of organizational commitment in respect of disagreement with supervisor without going into conflict with them. This research putting effort to develop our understanding regarding commitment under circumstances when commitment employees do not participate with full of their capacities.

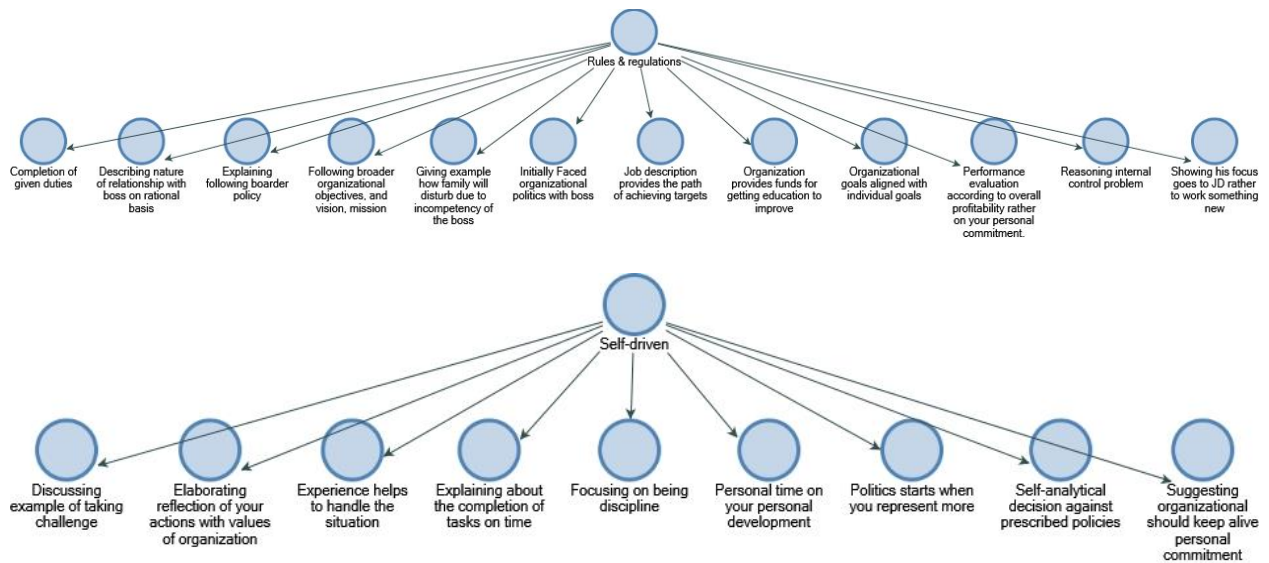
The essence of IPA is to reach to the core mechanism that is functioning. This study identified sense of moral obligation as an essence that determines the commitment with the organization. This tendency of behavior is beyond any extrinsic rewards or monetary benefits.

The findings of the study in fact correspond with the social exchange theory which explains about employees' association with the organization through attachment. The nature of this association develops when feeling and emotions are alleged through norms and rules negotiated by organization (Cropanzano & Mitchell, 2005). The commitment in terms of trust, mutual relationship and loyalty, all of which develop over the period of time. The notion of organizational commitment requires favorable treatment from the organization and this type of exchange relationship demands favorable conditions to meet required obligations of the organization (Blau, 2017; Gouldner, 1960).

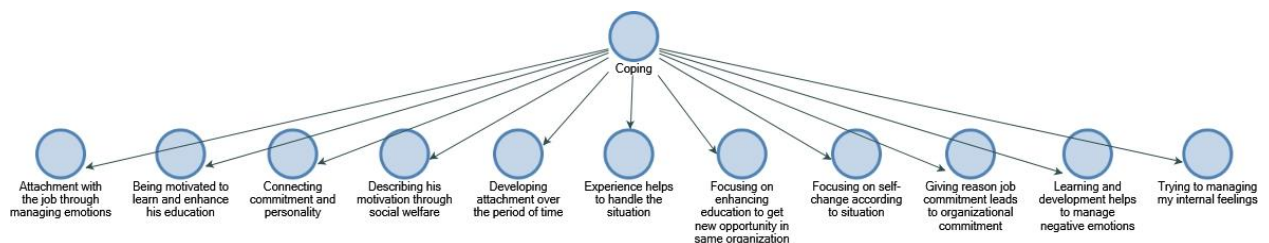
The following maps are drawn from Nvivo, a software package to show the synthesis of the qualitative data (Bazeley & Jackson, 2013). The following steps are followed for extraction of themes. Firstly, the meanings are retrieved through detail reading of the transcribed data for which codes are assigned. Secondly, out of these codes, themes were extracted. The software helps researchers to recognize the emerging patterns of themes that could be seen below.



Map I: Feelings/emotions: Internal & External Feelings



Map II: Actions: obeying rules and regulations & Self-driven



Map III: Coping

## 5. Conclusion

Overall findings of this study reveal that despite focusing on normative, affective or continuance commitment separately, it is important to study the variation in commitment process. Employees in the current study appeared to be struggling with their incompetent boss. While interacting with their bosses, their emotions and feelings are identified, and

also noticed their coping strategies in order to remain positive at workplace. The result highlights the importance of recognizing the employees' psychological state while they encounter such situation. In practical terms, during this situation the social exchange process involves which highlights the importance of giving value and recognition to employees. Social exchange describes about organizations take care of employees in terms of giving sense of fulfillment, and in response employees would fulfill their duties with sense of obligation. Employees will remain committed with their job only if organizations are fulfilling their need, and providing them growth and career. Feelings, and emotions of the employee are balanced when supervisors are taking care of them, however in this study it reveals that when boss does not listen and appreciate skills of the employees then their commitment shacked, and they start coping the situation by managing their internal feelings. The success of social exchange is possible only when two parties exchange the relationship positively. The implications of this study can be helpful for the organization by devising policies executing positive exchange relationship in order to sustain both normative and affective commitment because employees' contribution is valuable for overall growth of the organization.

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## **Appendix**

### **Extracted Themes**

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#### **Feelings/emotions/thoughts**

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- Explaining commitment will be with organization which has hired you.
  - Focusing on self-change
  - Explaining to focus on the given job in such situation
  - Psychological needs disturb, and health
  - Feeling to step-back
  - Describing professional relationship with boss.
  - Recalling about job dissatisfaction.
  - Describing his feeling of being rejection of his ideas
  - Discussing about his skills which is being taking for granted by boss (stress feeling)
  - Thinking about personal growth has more important than job (internal feelings)
  - Explaining his commitment with organization due to company name (rational thoughts; long term benefits)
  - Personality type has linked with type of commitment
  - Describes personal interest linked with commitment
  - Believing my skills linked with both my job and organization
  - Reflecting on his thoughts: limits his effort with boss demands
-

- Describing negative emotions due to lack of commitment of boss.
- Recalling initial behavior of his angry thoughts
- Telling boss is lack of visionary
- Reflecting his ideas, and skills
- Conflict of interest with boss get into stress and depression
- Expressing his thoughts Boss work for his own benefits
- People leave jobs due to bad bosses not due to bad organization.
- Doing something unwillingly keep unsatisfied with the job
- Lobbying need to have good relationship with boss

**Actions:**

- Suggesting organizational should keep alive personal commitment
- Giving example how family will disturb due to incompetency of the boss.
- Focusing on being discipline
- Explaining following boarder policy
- Following broader organizational objectives, and vision, mission.
- Politics starts when you represent more efficient (outcome: politics)
- Performance evaluation according to overall profitability rather on your personal commitment.
- Reasoning internal control problem
- Showing his focus goes to JD rather to work something new
- Elaborating reflection of your actions with values of organization (action: following values)
- Personal time on your personal development
- Defines Personal development is important
- Experience helps to handle the situation.
- Discussing example of taking challenge
- Initially Faced organizational politics with boss
- Explaining about the completion of tasks on time.
- Self-analytical decision against prescribed policies
- Completion of given duties given by organization
- Organizational goals aligned with individual goals.
- Job description provides the path of achieving targets
- Organization provides funds for getting education to improve efficiency (org actions)
- Describing nature of relationship with boss on rational basis

**Coping**

- Focusing on self-change according to situation
  - Experience helps to handle the situation
  - Learning and development helps to manage negative emotions
  - Focusing on enhancing education to get new opportunity in same organization
  - Giving reason job commitment leads to organizational commitment
  - Connecting commitment and personality.
  - Developing attachment over the period of time (support)
  - Describing his motivation through social welfare
  - Being motivated to learn and enhance his education
  - Trying to managing my internal feelings
  - Attachment with the job through managing emotions
-