

THE RELATIONSHIP BETWEEN PANDEMIC AND ORGANIZATIONAL COMMITMENT: AN EXAMPLE FROM BURSA CITY

PANDEMİ VE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİ: BURSA İLİ ÖRNEĞİ

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ÖZET

Örgütsel bağlılık, çalışanların örgütlerine yönelik psikolojik durumlarını yansıtması nedeniyle hem çalışanların verimliliğini artırmak hem de örgütsel verimliliği artırıp amaçlara ulaşmak bağlamında büyük önem arz etmektedir. Örgütler tarafından arzulanan durum, çalışanlarının örgütsel bağlılık düzeyinin mümkün mertebe yüksek olmasıdır. Bu noktada da bilhassa duygusal bağlılık hem örgütler tarafından beklenmekte hem de duygusal bağlılık hisseden çalışanlarda örgütlerine karşı pozitif bir tutum oluşturmaktadır. Ancak, özellikle pandemi döneminde değişen hayat düzeni, yaşam şartları, çalışma koşulları ve tüm bunlardan dolayı hem fiziksel hem de psikolojik olarak çalışanların artan stres düzeyleri nedeniyle çok sayıda çalışan örgütlerine karşı tutumlarını değiştirmiştir. Bu bağlamda bu çalışmanın amacı, üretim sektörü çalışanlarının demografik özellikleri açısından örgütsel bağlılıklarına ilişkin algı ve tutumlarını ortaya çıkarmaktır. Çalışmanın örnekleme Bursa ili otomotiv yan sanayi beyaz yaka çalışanları olarak alınmıştır. Elde edilen sonuçlara göre, çalışanların sosyo-demografik özellikleri ile örgütsel bağlılığa yönelik tutumları arasında istatistiksel olarak anlamlı farklılık bulunmaktadır.

Anahtar Kelimeler: örgütsel bağlılık, beyaz yaka, pandemi

ABSTRACT

Since organizational commitment reflects the psychological state of the employees towards their organizations, it is of great importance in terms of both increasing the productivity of the employees and achieving the goals by increasing the organizational efficiency. The desired situation by the organizations is that the level of organizational commitment of their employees is as high as possible. At this point, especially emotional commitment is expected by organizations, and employees who feel emotional commitment create a positive attitude towards their organizations. However, especially during the pandemic period, many employees have changed their attitudes towards their organizations due to the altered life order, living conditions, working conditions and thus, increased stress levels both physically and psychologically. In this sense, the purpose of the current study is to find out the perceptions and attitudes of production sector employees' organizational commitment in terms of their demographical characteristics. White collar employees that work in automotive supply sector, is defined as the sample of the research.

The findings prove that, there is a statistically significant difference between the socio-demographic characteristics of employees and their perceptions and attitudes towards organizational commitment.

Keywords: organizational commitment, white collar, pandemic

1. INTRODUCTION

As a disadvantage of globalization, businesses are at risk from many unforeseen dangers. Covid-19 pandemic, which emerged from China People's Republic in December 2019 and spreaded to World in March 2020, is among these unforeseen and unpredictable dangers. The fact that the pandemic affects both physical and psychological health of humanbeings severely, the overall well-being of individuals is affected severely as well. In terms of psychological health, concerns about job loss, loss of economic power, failure to ensure the continuity of work conditions, inability to adopt new working models affect employees' organizational behaviour, especially organizational commitment (Aydın Göktepe, 2020).

In order to create positive emotional feelings towards the work that develops into feelings of loyalty to the organization, employees' expectations should be met (Athar, 2020). In this sense, organizations should be prepared to adapt the unforeseen and unpredictable situations in order not to lose their employees' commitment and not to increase turnover, in the long term.

Organizational Commitment is defined by Allen and Meyer (1990) as the psychological state that shapes the employee's relationships with the organization and thus, affects the decision to continue membership in the organization. (Rodriguez, 2020). Organizational commitment, in this scope, affects the performance of the employees in a strong way, especially in a competitive environment, and this effect can even exceed the strategy, organizational structure, management systems, financial analysis tools, leadership etc. (Mariana, 2008). Therefore a strong culture, puts emphasis on the employees and this implicates that employees are the main actors in the organizations with heterogeneous characteristics (Athar, 2020).

In this context, the purpose of the current paper is to research the organizational commitment attitudes and perceptions of employees under the pandemic conditions. In the context of literature review, the paper includes definitions of pandemic, details about COVID 19, theories and dimensions of organizational commitment and related examples from previous researches. In the methodology section, the statistical analysis of the research is presented. In terms of research methodology, white collar employees that work actively in production sector, are taken as population. The fact that in terms of time and budget it is not possible to reach the whole population, automotive supply industry employees that work in Bursa City, are defined as the sample of the research. A survey form consisting demographical questions in addition to Meyer and Allen's (1990) Organizational Commitment Scale is prepared and delivered to the participants via e-mail. 239 responds was collected and the collected data was analysed via SPSS 22.0 package programme.

2.COVID-19 PANDEMIC AND ITS ORGANIZATIONAL REFLECTIONS

Coronaviruses are a large family of viruses, and they are transmitted by coughing and/or sneezing droplets from other people's air or by touching their hands with their mouth, nose or eyes (Akduru, 2020).

The World Health Organization (WHO) states that in order for a disease to be declared as a pandemic, 3 stages must be completed: *interpandemic*, *alarm* and *pandemic* periods. According to the definition of the WHO, a disease or medical condition can not only be considered a pandemic because it is common and causes the death of a large number of people, but also must be contagious (WHO, 2005 Global Influenza Preparedness Plan: 6; Aydın Göktepe, 2020).

In December 2019, in Wuhan, Hubei province of China, a new disease was emerged. Shortly after, it was detected as COVID-19. After its emergence in China, it affected the whole world in a short period of three months (Budak and Korkmaz, 2020). As the epidemic has progressed, it has been found that it is transmitted from person to person through droplets or as a result of contact with contaminated spaces (Çöl and Güneş, 2020; Buyruk Akbaba and Bulut, 2021). As for Turkey, the first case was encountered on 11 March 2020 and the number of cases started to increase day by day (İşlek et al., 2020). In order to hinder the spread of the virus, some restrictions were imposed both to the citizens individually and to the businesses on sectoral base. While some of these restrictions had positive effects on a number of sectors, some of them had negative effects on other sectors (Coronavirus Effects-BMD Research, 2020). In addition, with the effect of COVID-19, a new era has started in many areas of daily life, which is the dominance of digitalization (Accelerating Digital Transformation with Covid-19, 2020; Buyruk Akbaba and Bulut, 2021).

Crisis is the situation of encountering events that threaten the existence of the organization and harm the entire organization (Mitroff and Pearson, 1996). In times of crisis, organizations that have a pre-crisis action plan, take appropriate actions faster and manage the crisis. In unforeseen and unpredictable crisis situations such as a pandemic, organizations with a pre-crisis action plan become more advantageous to manage the process with minimum damage. According to the Coronavirus Agenda Research, 46% of the organizations have pre-crisis plans. In this sense, in the case of COVID-19, the most important epidemic measure is social isolation and many organizations have adopted the remote working model in this process (Aydın Göktepe, 2020).

As afore mentioned, in the postmodern age, both individuals and organizations frequently encounter chaotic situations (Baykal, 2019) and one of the most important examples of this is the COVID-19 pandemic disease that we have experienced. COVID-19 is proved as a highly contagious pandemic disease (Li et al., 2020) and in addition to physical damage, COVID-19 also has various negative effects on the psychological health of individuals that cause extra burden (Huang and Zhao, 2020). People feel fear of getting sick, in order not to get sick they have to stay home as much as possible and in the cases that they have to go out, they have to maintain social distance (Van Bavel et al., 2020; Baykal, 2021).

On the other hand, it would not be wrong to say that this crisis caught many businesses unprepared and left them desperate about what kind of measures to take. While businesses temporarily halted most of their activities regarding production and service processes, employees also faced many changes and uncertainties in both their business and social lives (Öge and Çetin, 2020). These kind of challenging situations create stress on individuals and they feel the need of protecting their limited physical and psychological resources. In the context of employees, emotional labor types are preferred because of the fact that they necessitate less effort in all aspects. But unfortunately, this situation can cause negative consequences (Bektaş and Çetin, 2020) such as losing attachment, citizenship behaviour and commitment.

3.ORGANIZATIONAL COMMITMENT

Organizational commitment is one of the important facts in the way of achieving the goals of the organization; because employees with high organizational commitment devote themselves to their jobs, integrate their individual goals with organizational goals and thus, work for the interests and goals of the organization (Bilgili and Tekin, 2019).

The concept of organizational commitment was first used by Whyte in 1956. Grusky, one of the first to define organizational commitment, defined the concept as “the strength of the individual’s bond to the organization” in 1966. According to Sakumura and Salancik, “organizational commitment is behavioral actions that emerge as a result of individuals’ commitment attitudes”.

Kidron states that organizational commitment is “the intention to continue membership in the organization when more attractive alternatives are available” (Balay, 2000; Özdemir and İsmailçebi, 2020). Later on, most of the researchers such as Porter, Mowday, Becker, Steers, Meyer, and Allen developed the concept.

According to Porter and Steers (1974), organizational commitment is “a power to integrate with one’s existence, the existing bond within the institution and its involvement in an institution”. According to Mowday et al. (1979), organizational commitment is “the power of a working individual’s identity and participation in an organization” (Sharma and Sinha, 2015). Allen and Meyer (1990) defined the concept of organizational commitment as “a psychological condition that prompts an individual to attach to the institution” (Erol, 2021).

Allen and Meyer (1990)’s model, whose scale is used in the current research, consists of *emotional commitment*, *continuity commitment* and *normative commitment* dimensions. *Emotional commitment* focuses on the emotional relationship between the employee and the organization. Accordingly, the employee’s emotional attachment to his/her organization means his/her identification with the organization and his/her participation in the organization. *Continuity commitment* is based on the costs that the employee will bear in case of leaving the organization. It is about realizing that the employee will incur too much cost if he/she leaves the organization. *Normative commitment* is the employee’s obligation to the organization due to moral and cultural reasons. Staying in the organization is the best attitude for the employee (Allen and Meyer, 1990; Sökmen, 2019).

In short, organizational commitment begins with employee acceptance and employment on a psychological contract. Commitment is one of identification systems towards employee’s condition assisting a certain organization as well as their aims and goal in maintaining the organization’s membership (Robbins and Judge, 2008; Novitasari, Asbari, Wijaya and Yuwono). As a member of the organization, the individual develops by learning about the goals, objectives and requirements of the job. From this point of view, organizational commitment is the union of forces formed by an individual’s identity with a certain organization (Gül, 2002). The employee identifies himself with a particular organization and its goals and wants to remain a member of it (Aka, 2021).

To sum up, organizational commitment causes the goals of the organization and its employees to proceed in the same way. For this reason, it is extremely important to ensure integrity in the organization. Otherwise, not only the organization but also the employee in the organization will not be able to win (Güney, 2011). Today, organizations should use the human factor primarily to increase efficiency and reduce costs. The reason why the human factor has priority in achieving the goals, is the fact that it is possible only via knowledgeable, skilled and easy-to-understand individuals. In this sense, to ensure the high level of organizational commitment of such individuals, it becomes necessary to pay attention to the needs of the employees in their private and working lives. When these are given importance, the employee will work for the organization, productivity will increase and costs will decrease (Karataş and Güleş, 2010; Bilgili and Tekin, 2019). In addition to all these, while the world is globalizing, the effect of globalization is also reflected in organizations. With the change movement brought about by globalization, technology is advancing at full speed and competition between organizations is increasing. Businesses that keep up with the changes in technology win, and those who cannot keep up, lose. Nowadays, organizations have started to develop their non-technology intra-organizational activities with the pressure of competition. In other words, they turned to themselves and developed strategies (Öğüt et al., 2004). Therefore, organizational commitment can be expressed as one of these strategies (Bilgili and Tekin, 2019).

4. PREVIOUS RESEARCHES

When the current literature is reviewed in terms of the relationship between COVID-19 pandemic and organizational commitment, it is seen that there are really scarce researches especially in the context of the mentioned relationship. The fact that the pandemic has been in our lives for 2 years, is thought to be the explanation of this limitation. It is also seen that the researches are generally on health sector, tourism sector and the motivation and stress levels of employees.

For international researches, Athar (2020), researched the effect level of organizational cultural values of Panca Putri (PT). Participants of the research were the employees of PT. Data collection methods included interviews, questionnaires and documentation. The results proved that during the post-pandemic process (after the lock-downs), responsibility displayed a significant effect on commitment. On the other hand, the organizational culture of responsiveness and skill did not show a significant effect on commitment.

Zandi, Shahzad, Farrukh and Kot (2020), aimed to research the effect of the fact of COVID-19 exposure of doctors on their job stress and commitment, in Pakistan. The data was collected through interviews via phone from voluntary participants and 129 responses were gathered. According to the results, Job Stress has direct negative impact on commitment.

Rodriguez (2020), in his dissertation, aimed to assess the perceived Quality of Relationship between leaders and followers Leader-Member Exchange (LMX), in the field of Information Technology within Healthcare and Higher Education during times of crisis, and its impact on Organizational Commitment. The study aimed both to measure the relationship between leaders and team members and to examine the level of organizational commitment. According to the results, the participants who selected they had no thoughts of turnover intention rated higher on affective commitment and normative commitment. Organizational role was found as a significant predictor of normative commitment with Upper/Middle Leadership and Support Staff. The study also found that Leader-Member Exchange was a significant predictor of affective commitment and normative commitment. Leader-Member Exchange was also found as a predictor of continuity commitment. In the research, continuity commitment was found as much higher than the previous studies and the reason of this was thought as pandemics such as COVID-19 may have had an impact on employees' levels of continuity commitment.

As for national researches, Akbaş, Tuna and Türkmendağ (2020) researched the effects of remote working on white-collar employees during the COVID-19 period in addition to the affects on their job motivation. The participants were 58 white-collar employees and managers who work in tourism, finance, industry, service, advertising, food and beverage, informatics and law and energy sectors. The data gathered from the participants via semi-structured interview forms. According to the findings, the lack of a working environment at home, increased workload, dismissals and disruption of the work environment are among the negative effects of remote working. On the other hand, saving money and time, being able to take care of home more, increasing work efficiency and creativity due to self-employment, providing comfortable, flexible working and healthy environment are among the positive effects of remote working..

Baykal (2020), conducted a research on 191 individuals working in service sector who experienced COVID-19 process in Turkey, in order to see the relationship between anxiety and job satisfaction. SPSS 20.0 package programme was used for conducting correlation and regression analyzes in order to see the assumed relationships. Results revealed that greater levels of anxiety led to lower levels of resilience and this led to lower levels of life satisfaction during the pandemic.

Bektaş and Çetin (2020), aimed to investigate the direct and indirect effects of work passion on the levels of emotional labor of healthcare professionals. 138 healthcare professionals participated in the research and the collected data was analyzed using SPSS and AMOS programmes. According to the results, harmonious passion affects both dimensions of work family enrichment positively and significantly. Policies, effective leadership and human resources practices that will increase the passion of workforce can have a direct impact on the emotional labor levels of employees.

5.METHODOLOGY

Quantitative method is preferred in the current research, in terms of the hypothesis' aim is to find out "what" and "to what extent" (Babbie, 2010) the relationship between the demographical characteristics of the employees in production sector and their perceptions and attitudes towards organizational commitment under the pandemic conditions. As for data collection, questionnaire forms that consist of main demographical questions and the Organizational Commitment Scale (Meyer and Allen 1990) is prepared and sent to the potential participants via e-mail. 239 responses were gathered and the gathered data was analyzed in SPSS 22.0 package program. As for limitations, as aforementioned, the limited number of researches in the literature constitute an obstacle in terms of comparing the research results in detail.

5.1. Hypothesis

H0: There is no statistically significant difference between the demographic characteristics of employees in production sector and their attitudes towards organizational commitment.

$h_0: \mu_1 > \mu_2$

H1: There is statistically significant difference between the demographic characteristics of employees in production sector and their attitudes and perceptions towards organizational commitment.

$h_1: \mu_1 > \mu_2$

5.2. Demographical Findings

It is observed that 117 (%49) participants are women, 122 (%51) participants are men. In terms of age groups, 18-29 age group consists 62 (%25,9) participants, 30-39 age group consists 67 (%28) participants, 40-49 age group consists 89 (%37,2) participants, 50-59 age group consists 14 (%5,9) participants and 60+ age group consists 7 (%2,9) participants. In terms of education, 17 (%7,1) participants are high school graduates, 185 (%77,4) participants are college/university graduates and 37 (%15,5) participants are post-graduate programmes graduates.

5.3. Reliability Findings

The questionnaire form is of two parts. The first part consists of demographical questions and the second part consists of the Organizational Commitment Scale (Meyer and Allen, 1990). While the original scale had 3 dimensions called emotional, normative and continuity, it was seen that in the current analysis the items of the scale were gathered under 3 dimensions as well. In terms of the reliability analysis, the Cronbach's alpha value of the scale is found as 0.616. According to the scientific research methods, a value of $0,60 \leq \alpha < 0,80$ is accepted to be quite reliable (İstanbul Üniversitesi Açıköğretim Yayınları, 2020). Although this value is not thought to be adequate enough for the current study, the reason of this is considered to be the fact that the participants may not be sure about their real feelings towards their organizations, especially in the process of pandemic. It can also be considered that they may misinterpret the items in the scale.

Table 1: Cronbach's Alpha Value

Scale	Cronbach's Alpha Value	Number of Items
Organizational Commitment	,616	18

5.4. Research Findings

In this section, the findings of the current research in terms of the scale are presented.

5.4.1. Descriptive Statistics

According to the descriptive statistics results of the Organizational Commitment Scale (Meyer and Allen, 1990), the 3rd statement, with a mean of 4.09, “I really feel like the problems of this establishment are my own problems”, is the most important item for the participants. At this point, it can be understood that the participants feel emotional commitment to their organizations. Secondly, the idea of “Although it is advantageous for me, I feel that it is not right to leave my organization right now”, which is the 8th statement with an average of 4.07, takes place. Thirdly, the idea of “I do not think of leaving my organization right now because I feel obligated to the people here”, which is the 11th statement with 3.84 average takes place. From these statements, it can be inferred that the participants feel normative commitment towards their organizations in addition to emotional commitment.

The least important item for the participants is the 7th statement “I do not feel any moral obligation to continue working with my current employer” with an average of 2.04. Here, it can be easily understood that the participants do not feel continuity commitment to their organizations, which implies that they are emotionally and normatively committed and thus, they both like their organizations and try to behave ethically towards their organizations.

Table 2: Descriptive Statistics

Items		Totally Disagree	Disagree	Neutral	Agree	Totally Agree	x	Standard Deviation
1-Spending the rest of my professional life in this institution would make me very happy.	fi Y.fi	17 7,1	32 13,4	34 14,2	49 20,5	107 44,8	3,82	1,31989
2-I do not feel "emotionally attached" to this organization.	fi Y.fi	81 33,9	36 15,1	57 23,8	38 15,9	27 11,3	2,55	1,38871
3-I really feel like the problems of this establishment are my own problems.	fi Y.fi	16 6,7	15 6,3	24 10,0	60 25,1	124 51,9	4,09	1,21263
4-I don't feel like "part of the family" in my organization.	fi Y.fi	83 34,7	39 16,3	49 20,5	45 18,8	23 9,6	2,52	1,38057
5-This organization has a very special meaning for me.	fi Y.fi	16 6,7	17 7,1	90 37,7	28 11,7	88 36,8	3,64	1,23069
6-I don't have a strong sense of belonging to my organization	fi Y.fi	111 46,4	32 13,4	64 26,8	7 2,9	25 10,5	2,17	1,32940
7-I do not feel any moral obligation to continue working with my current employer.	fi Y.fi	118 49,4	41 17,2	56 23,4	0 0	24 10,0	2,04	1,27941
8-Although it is advantageous for me, I feel that it is not right to leave my organization right now.	fi Y.fi	7 2,9	15 6,3	41 17,2	67 28,0	109 45,6	4,07	1,06863
9-I feel guilty if I leave my organization now.	fi Y.fi	24 10,0	22 9,2	41 17,2	50 20,9	102 42,7	3,76	1,35091
10-This organization deserves my loyalty	fi Y.fi	7 2,9	43 18,0	39 16,3	49 20,5	101 42,3	3,81	1,24098
11-I do not think of leaving my organization right now because I feel obligated to the people here.	fi Y.fi	27 11,3	22 9,2	32 13,4	39 16,3	119 49,8	3,84	1,41415
12-I owe a lot to my organization	fi Y.fi	16 6,7	28 11,7	64 26,8	75 31,4	56 23,4	3,53	1,16589
13-Even if I don't want to stay in my establishment right now, I have to stay.	fi Y.fi	96 40,2	58 24,3	22 9,2	25 10,5	38 15,9	2,37	1,48679
14-Even if I want to, it is very difficult for me to leave my organization right now.	fi Y.fi	50 20,9	16 6,7	71 29,7	48 20,1	54 22,6	3,16	1,41021
15-If I decide that I want to leave my organization now, most of my life will be turned upside down.	fi Y.fi	71 29,7	52 21,8	76 31,8	7 2,9	33 13,8	2,49	1,31849

16-I think I have too few options to think of quitting this organization.	fi Y.fi	92 38,5	25 10,5	68 28,5	30 12,6	24 10,0	2,45	1,37076
17-One of the few negative consequences of leaving this organization would be the shortage of alternatives.	fi Y.fi	52 21,8	62 25,9	102 42,7	16 6,7	7 2,9	2,43	,99708
18-If I had not given this organization so much of myself, I would have considered working elsewhere.	fi Y.fi	91 38,1	7 2,9	60 25,1	55 23,0	26 10,9	2,65	1,45213

5.4.2. Factor Analysis

The factor analysis of the scale (Table 3), prove that the Organizational Commitment Scale is collected under three dimensions, as the original scale, which are *Emotional*, *Normative* and *Continuity Commitment*. While the Emotional Commitment dimension explains the Organizational Commitment Scale with a percentage of 39,620, the Normative Commitment dimension explains with a percentage of 15,067, Continuity Commitment dimension explains the Scale with a percentage of 14,808. In addition, the cumulative percentage of all three dimensions is calculated as 69,496.

Table 3: Explained Total Variance

Component	Calculated Sum of Squares			Rotated Sum of Squares		
	Total	% Variance	Cumulative%	Total	%Variance	Cumulative%
1	5,152	39,628	39,628	5,151	39,620	39,620
2	2,503	19,254	58,882	1,959	15,067	54,688
3	1,380	10,614	69,496	1,925	14,808	69,496

5.4.3. Comparative Statistics

In order to analyze and find out if there is a statistical difference in the answers of the participants in the context of their demographical findings in terms of the dimensions of the scale, the Mann-Whitney U and Kruskal-Wallis tests were applied (Table 4). According to the findings of these statistical tests, there is a statistically significant difference ($p < 0.05$) in all socio-demographic characteristics (age, gender, education, experience, department) of the participants in terms of the dimensions of the scale, except from the emotional commitment dimension in gender and continuity commitment in department characteristics ($p > 0.05$). Therefore, the H_1 hypothesis, “there is statistically significant difference between the socio-demographic characteristics of employees in production sector and their attitudes and perceptions towards organizational commitment” $h_1: \mu_1 > \mu_2$, is accepted.

Table 4: Comparative Statistics

Variable	Dimension	Test	Statistics	P
<i>Age</i>	Emotional Normative Continuity	Mann-Whitney U	37,186	,000
			41,923	,000
			32,748	,000
<i>Gender</i>	Emotional Normative Continuity	Mann-Whitney U	6611,000	,323
			5376,000	,001
			5737,000	,008
<i>Education</i>	Emotional Normative Continuity	Kruskal-Wallis	9,949	,007
			48,037	,000
			22,373	,000
<i>Experience</i>	Emotional Normative Continuity	Kruskal-Wallis	19,128	,000
			18,292	,000
			20,381	,000
<i>Department</i>	Emotional Normative Continuity	Kruskal-Wallis	40,956	,000
			12,829	,012
			2,376	,667

6. CONCLUSIONS AND DISCUSSION

COVID-19 is a respiratory illness that first appeared in Wuhan province of China. Later, it spread rapidly from person to person and spread all over the world (Ministry of Health, 2020). The epidemic has affected the economies of the country as well as human health. By disrupting the supply-demand balance, all commercial activities were negatively affected by this situation and almost came to a standstill. Covid-19, caused a decline in the global economy (Kaya, 2020). Economic cohesion has weakened in the global market and it has caused a major contraction in the world economy and international trade with the suspension of almost all activities (European Commission, 2020; Genç and Kaya, 2021). Covid 19 also had a significant impact on employees' emotions and thus, behaviors towards their organizations. Organizational commitment is among the emotions that employees feel in the context of organizational behaviour.

When there is a strong commitment in an organization, staff is further strengthened in order to serve the general objectives of the organization and organizational values keep the members of the organization together more tightly. From this point of view, organizations can reach the goals they want to achieve more easily and become successful only when they have employees with high organizational commitment (Aka, 2021).

In this sense, the purpose of this research is to investigate the relationship between pandemic conditions and the organizational commitment of employees. According to the results of the statistical analysis that was conducted according to the gathered data from production sector (automotive supply industry) sector in city of Bursa, there is statistically significant difference between the socio-demographical characteristics of white collar employees in production sector and their attitudes and perceptions towards organizational commitment. In addition, the participants mainly feel emotional and normative commitment to their organizations, as mentioned before. This implies that, the participants really commit themselves to their organizations and when the pandemic conditions are taken into consideration it can be concluded that the participants may have realised that they are committed to their organizations emotionally and normatively. This also implies that their organizations use adequate motivation and satisfaction techniques even in the times of crisis.

For further researches, especially before-during-post pandemic studies would be very beneficial for both the academicians and the professionals in order to enhance their motivation and satisfaction techniques, which prevent turn over and allow commitment.

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