

Exploratory Factor Structure of Labor Commitment in the COVID-19 Era

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Abstract

The objective of the present study was the contrast of a labor commitment model in students of a public university in central Mexico. The reliability and validity of an instrument that measured three dimensions was established; assistance, institutional and collaborative. Carried out no experimental traverse exploratory research with a nonrandom selection of 250 social work students assigned to Institution Higher Education (IES). From a structural model s and found that the three dimensions however not found, the labor commitment moves toward a fourth dimension on information as a determinant of decision-making in compact scenarios where expectations about the needs prevail. It is recommended the inclusion of a fourth factor alluding to the favorable dispositions towards the processing of information and the diffusion of it in state institutions as in civil organizations.

Keywords: governance; socialization; training; reliability; validity

Introduction

Labor commitment, for the purposes of this work, refers to a negative or positive, unfavorable or favorable disposition toward an object, person or processes that, for the purposes of the study, will be an evaluation of the public assistance system, institutional programs and collaborative strategies, considering that these traits are what s that would indicate a latent process, the work commitment would result from academic and professional institutionalism that distinguishes Mexican organizations in other countries [1]. That is, work commitment is part of a process that goes from satisfaction when the employee sees their expectations fulfilled or at least a part of them with high probability until dissatisfaction when the employee discards any possibility that their needs are met or Their expectations, even if they are minimal, will not be met, reducing their commitment to the organization [2].

Labor commitment from organizational studies, refers to the integration of environmental demands either those that come from the parsonage of the State or of market requirements. In this sense, work commitment is an organizational response to external contingencies. In that sense, work commitment is part of another emerging process in organizations, namely: entrepreneurship. In a risk scenario, entrepreneurship emerges as a response from organizations in the face of uncertainty, but when that commitment stands out as an idea and concerted action, then a commitment of a

collaborative and non-exclusive nature of a leader or talent can be observed [3].

It is an antecedent process of resource use capabilities. That is, the skills and knowledge to be guided by dispositional principles they would derive from mandates, regulations, guidelines or policies for the management and administration of resources and demands, as well as opportunities and capacities. In effect, the membership or sense of belonging of an employee to a group or an organization generates an identity that would combine with entrepreneurship and commitment as three aspects of organizational responses to environmental threats [4]. In this sense, labor commitment seems to be included in an institutional rather than an organizational process, even when the literature points out that it is a disposition resulting from the balance between market requirements and the individual's competencies. More precisely, the commitment is the result of the academic and professional training while the employee with a high labor commitment supposes an institutionalization of their functions [5].

The commitment seems to be a matter of normative practice rather than of a social or business value that supposes an entrepreneurial and satisfactory process, it is an immediate response before a hierarchy of command [6]. Institutionalism, reflected in the labor commitment, would be indicated by the normative and evaluative adherence of the employee to the guidelines of

the organization, the structure of decisions and unilateral communication. In this sense, a greater influence of the regulation and the work groups in the employee suppose a greater attachment to their functions and tasks. This is the case of the logic of cost reduction and profit maximization opportunities, investment expectations and process control principles policy maker's investment decisions or who are in communication processes [7].

However, the commitment to work not only reflect the state or business institutionalism, but also involves the incorporation of task strategies that, due to their degree of specialization, require synchrony and trust within working groups. The work commitment would have as one of its slopes to the collaboration or solidarity capital that distinguishes the cooperative organizations of other companies for profit. Being an organizational response to environmental contingencies, the commitment to work implies a collaborative resilience [8]. The institutional context, the work commitment would also be influenced by welfare policies, solidarity programs and support strategies. The so-called assistance, derived from the state policies of social care or public services, would give the commitment of a third dimension that differs from the institutional and collaborative in that it is a favorable disposition to those who are unprotected, marginalized or excluded. In effect, the labor commitment in the field of HEIs and derived from state institutionalism is linked to human resources management more than any other financial or technological area of the organizations [9]. Unlike the institutional commitment that focuses its interest on an academic training application or implementation of guidelines or state regulations, management and public administration, the commitment refers rather to a predisposition in favor of those who have less, impoverished sectors and peripheral groups to the rectory of the State. It is more about a strategy of openness, confrontation and ventilation of the differences, this diagnosis being necessary for the intervention of the organization in public services [10].

In contrast, the collaborative commitment focuses instead on the knowledge networks that emerge from a new institutionalism. If the old institutionalism is distinguished by a hierarchical structure, the new institutionalism is about a horizontal structure. Therefore, the communication of the processes will be more direct in the collaborative commitment than in the institutional or assistance commitment. In the old institutionalism, job satisfaction is not a common objective of organizations, but in the new institutionalism, cooperatives focus their interest on the equity of responsibilities and benefits [11].

However, from the institutional point of view, the labor commitment may be indicated by its degree of institutionalization, assistance and collaboration, some other features of the commitment have been properly studied as is the case of the influence of family socialization. Organizations that adopt telework reduce the work commitment of their employees not only by distancing them from their work environment but also by generating a propensity for isolation and family attachment. This imbalance places telework at the opposite end of the work commitment [12]. The institutional commitment that highlights their interest in helping marginalized or excluded groups, as long as these are groups close to the Social Work professional, involves a series of provisions that negatively correlate with family commitment, indicated by a bias in terms of support for people or groups close to the Social Work professional. This is the case of a low quality of life, indicated by absenteeism and job rotation, while a high quality of life suggests punctuality and permanence in the job, indicators of work commitment [13].

In the case of r comp or collaborative miso manifested in the propensity to knowledge and its implementation it would be spuriously linked with family commitments while seeking to increase the symbolic capital of communion and identity for a group wrong. It is about the cycle of complexity in the observation of the organizational bifurcation focused on order and disorder,

power and knowledge [14]. In this sense, the commitment to care would demarcate the family commitment in that this is very close to nepotism and opacity. In contrast, the commitment to care would be transparent and equitable, although it is still part of an institutional and political project to control citizenship through electoral or political affiliation as a requirement for social assistance and public services. Both commitments, care and family are complements of the formative identity or involvement in work and vertical promotion [15].

However, in public institutions, academic and professional training through the system of practices refers to an isomorphism that is observed in the repetition of a certain level of quality in processes and products. Well, isomorphism refers to a set of protocols from which the institutions and organizations are confined to their relationship with the State. It is a strategy aimed at job satisfaction or favorable disposition to labor policies and the image of leadership [16]. In a general sense, isomorphism would be associated with commitment in that it is a similar scenario from which employees are expected to commit themselves to the same degree with social assistance, public institution and organizational collaboration. Therefore, isomorphism is linked to transformative, convincing and inclusive leadership [17].

Being the isomorphism a protocol to follow in the face of a demand or contingency of the environment, the labor commitment supposes a similar degree before the emergency of the contingency, risk or opportunity. It is a dispositional protocol that reflects an administrative protocol, being an attitude towards employment [18]. In this way, the study of institutionalism and its isomorphic protocols are closely linked to work commitment and its assistance, institutional and collaborative indicators, as well as to the formation of human, intellectual and social capital [19]. Institutional and organizational studies have linked commitment in general and its assistance, institutional and collaborative indicators in particular with other variables such as the organizational climate, leadership capital and satisfaction [20]. The organizational climate, understood as a balance scenario between the demands of the environment and internal capacities, has been positively associated with labor commitment, as this is the result of a policy, strategy or institutional program that pursues a favorable balance to the institution. Such balance supposes a high liking towards the function and the performance [21].

However, in the breakdown of organizational climate indicators such as the support, tasks and innovations climate, labor commitment turns out to be a mediating variable. This is so because the institutional labor commitment to pursue a balance in terms of entry of demands and outputs of skills is adjusted to a climate of relationships rather than innovations or tasks [22]. As for the climate of support that will determine more than one collaborative commitment and institutional assistance. In organizations with adhocracy cultures and structures, collaboration is a response contrary to hierarchies of command or decision, but the institutional commitment seems to be compatible with this type of verticality and mechanisms [23]. In the case of flexible work cultures, centered on assertive communication and horizontal relationships, collaboration is fundamental and therefore the climate of relationships such as commitment to Social Work professionals will further explain the differences between those who stick to a leader and those who feedback on decision-making [24]. Consequently, the climate of innovations most prone to environmental contingencies and risks seems to correlate with a collaborative commitment, although if the social policy of assistance and public service is oriented by an emerging isomorphism, then the subsequent social entrepreneurship will influence new processes within of the institution as well as the organization [25].

Although traditional or authoritarian leadership develops in a climate of tasks rather than in a climate of relationships, it will be driven more by an institutional commitment than a commitment to assistance or collaboration.

In essence, these are organizations that depend on leadership control processes, but often tolerate the inclusion of initiatives and consensus of a democratic culture, a horizontal structure and a supportive climate oriented towards entrepreneurship in its demographic, sociological and psychological dimensions [26]. As for the organizations dedicated to the creation of knowledge, the climate of support and innovations, as well as a collaborative and assistance commitment, seem to be ideal complements of a public service policy to vulnerable sectors, marginalized or excluded from social protection. Both climates of supports and innovations give meaning to the entrepreneur spirit in terms of the degree of permanent innovation [27]. The strategic alliances between Higher Education Institutions and multinational organizations seem to corroborate the assumption that labor commitment is the key factor not only in the quality of processes and products, but also in management, production and knowledge transfer for labor insertion of practitioners in multinational branches. To the extent that the labor commitment approaches the satisfaction of one's job, an increase in performance [28].

Well, the organizational dynamic that develops within an alliance involves the formation of intangible assets such as human capital that in its intellectual, symbolic or social dimension would be more associated with a climate of relationships, supports and innovations, as well as closer to a collaborative commitment. Although the commitment to care has been identified as the determining factor of social change within organizations dedicated to the protection of the environment or the defense of human rights, the collaborative commitment is substantial for the division of knowledge, although it is a high Collaborative wear indicated by frustration, exhaustion and depersonalization [29]. More specifically, in the formation of intellectual capital, the collaborative commitment between teachers and students reflects a social assistentialism since, although the State is in charge of addressing the highest priority issues such as security, health, food or education, the formation of civil networks implies flexible organizational climates and a collaborative commitment rather than assistance [30].

The difference is substance: while the commitment to assistance is limited to influencing the promotion of State protection in different areas, the collaborative commitment obliges social and political actors to discuss and agree on an intervention strategy focused on the reduction of threats to health or the reduction of risks from the strengthening of a common agenda such as corporate social responsibility. It is an entrepreneurial competition indicated by an attitude of capacity development [31]. Of this as the assistance and institutional commitment do not seem to be oriented towards corporate social responsibility as suggested by a collaborative commitment, although the simple fact of supporting an agenda or process is not enough to consider that act as socially responsible [32]. That is why, the commitment to work and its three dimensions of institutional and collaborative care are determinants of a socially responsible academic and professional training provided that it is a horizontal State in its decisions as well as in its strategies, as well as effects on the capacities of the workers [33].

An organization in which the three types of commitment prevail would be one whose vision and mission would be corporate social responsibility, necessarily democratic in its culture and horizontal structure in communications, decisions and actions [34]. A theoretical specification of a model is one that assumes the foundation of the axes, trajectories and dependency relationships between a variable such as labor commitment and its indicators such as care, institutional and collaborative which can be oriented to the change through the influence of the leader [35]. In a more conceptual sense, a specification of a model suggests a series of relationships between factors and indicators that would explain a process of decision-making and execution of instruments such as strategies for achieving objectives and goals, or, the efficiency of tasks for an institutional guideline, a care policy or a collaborative strategy [36]. That is, if a model can be specified in terms of its internal relationships, then it could be linked to other

models such as cases of culture, leadership, climate or job satisfaction, as well as other variables such as intangible assets or capital human [37].

At the level of models, transcending variables and factors and indicators, organizational culture models are distinguished by betting on the influence of norms and values on organizational processes such as the cases of adhocracy versus democratic cultures, or, the models focused on evaluation, accreditation and certification that distinguish between management and administration [38]. This is how a knowledge management model would be the result of a work commitment model in which the concatenation of the assistance, institutional and collaborative dimensions justify the implementation of a system of information protection for the adequate translation of knowledge, although implies exhaustion, depersonalization and frustration as indicators of professional burnout [39]. Other models rather seek to mediate the relationship between cultures and organizational leadership on climates and work commitments as would be the case of scientific and technological management that is distinguished by a consensus in its decisions and dissemination strategies aimed at job satisfaction or liking towards the job function [40]. If the management of knowledge refers to an uninterrupted translation and communication between leaders and employees, then the model of work commitment that most corresponds to the purposes of production and dissemination of knowledge will be one that generates synergy among those involved and redistributes responsibilities equitably towards justice [41]. The observations that have been made to socially responsible organizations and with a knowledge management have shown that the labor commitment is the determining factor of the innovations and the execution of the tasks as an instrument of collaboration [42].

However, knowledge management by assuming instances of evaluation, accreditation and certification tie with models of institutional rather than collaborative commitment. This is because the creation of knowledge per se is not as important as its scrutiny. A positive evaluation refers to a high degree of job satisfaction and commitment [43]. Some other works deal with the production of knowledge and the financing that implies. The administration of knowledge in this sense is an instrument of decision-making power that seeks to equate with the production of innovations [44]. In both cases, management and knowledge management suggest a model of comprehensive work commitment in which their assistance, institutional and collaborative dimensions go towards the same end and not only that, but also generate a social innovation and entrepreneurship around the creative organization of knowledge, but also emerging in terms of internal violence processes such as Mobbing [45]. In the case of HEIs that establish alliances with multinationals, they must balance their institutional structures with welfare social demands and organizational collaborative requirements based on positive emotional states that determine high performance [46]. Therefore:

Care commitment & institutional commitment. Although in public universities welfare interests of public services mostly free or subsidized social policies converge, being IES prone to the isomorphic state guidelines for performance evaluation and prone to the requirements of academic training for labor reintegration, it is it needs an integral formation that considers the demands of the political, institutional and corporative sectors [47].

Collaborative care commitment & commitment. In those organizations dedicated to the creation of knowledge for making decisions regarding donation investments, or else, the organizations that mediate the sector are marginalized with biomedical or biotechnological multinationals, a balance must be found between the commitment to care and the collaborative commitment. This allows multinationals to disseminate their scientific and technological advances, but with a social responsibility to social needs and expectations. These are organizations exposed to conflicts, but mediated by climates that increase their degree of commitment [48].

Institutional commitment & collaborative commitment. These are organizations dedicated to the evaluation of knowledge management rather than to production and transfer, but with a customer orientation. This is the case of the institutional associations or entities regulating investments in IES by multinationals interested in transferring scientific knowledge in technological innovations for the local and regional market [49].

Based on the relationships between the dimensions of labor commitment, it will be possible to anticipate scenarios that range from the exclusion of civilian sectors, such as the strategic alliances between HEIs and multinationals, to scenarios of participatory inclusion, such as environmental contingencies and comprehensive risk communication strategies. Both, possible from transformational leadership [50]. In an exclusionary scenario of civil participation, not only is corporate social responsibility minimal, but it also implies a commitment not linked to academic and professional training in which the common good is considered, even if it is private agreements, the consequences of those contracts they will be amortized by the institutions and organizations with and without profit aims in order to redirect job satisfaction as a positive experience derived from belonging to a job [51]. In an inclusive scenario, the bioethics of the relationships between civil, political and business sectors shapes the institutions in welfare, but also in corporatists, while looking for a public good that aspires to become a common good by eradicating the risk protocols that they suppose the disagreements between the sectors, motivating the social entrepreneurship [52].

In both scenarios, the labor commitment integrates the assistance, institutional and collaborative dimensions insofar as it oscillates between exclusion and inclusion. The organizations involved in the disagreements between the civil, political and business sectors are known as co-governors and their degree of empowerment enables, grants and allows endogenous development [53]. Governance of organizations with corporate social responsibility is a comprehensive work commitment of its dimensions in order to establish run dialogue and consensus between the parties involved, but the absence of a public or common agenda across sectors and public and private actors revealing an labor commitment distant from the needs and expectations of any of the three instances [54]. Well, corporate social responsibility, as an indicator of governance and a common agenda among the three sectors, implies a predominant collaborative commitment to the care or institutional, but a state rectory suggests the prevalence of an assistance and / or institutional commitment [55].

However, an absence of work commitment seems to indicate the emergence of a civil self-management that would be circumscribed to desires rather than to social needs. It is a scenario in which the governing State has dissolved and the for-profit organizations have emigrated [56]. In effect, a common agenda between sectors and public and private actors involves building a comprehensive work commitment and oriented towards a balance between the demands of the environment and internal capabilities. In such a scenario, HEIs seem to be called to transform their training processes into negotiation opportunities for the construction of a knowledge that allows not only to insert their students into the labor market, to comply with the state guidelines or the requirements of their alliances with multinationals, but, also to train agents of change [57]. The conceptual dimensions of the organizational commitment will be adjusted to the dimensions observed in a HEI of the center of Mexico, considering the evaluative policies of the quality of its processes and products, as well as the social demands of training for the labor insertion and the requirements of the market centered in collaboration for knowledge management [58]. Because the literature consulted has shown

that labor commitment is multidimensional and is a function of other variables that involve it in knowledge management processes, the specificity of the HEI of study and the agreements with multinationals for the labor insertion of their Professional practitioners will be insignificant compared to the relationships between the dimensions of work commitment. Therefore, the theoretical model will be adjusted to the empirical observations in the study scenario [59].

The objective of the present study was the contrasting of a model for the study of the labor commitment in students of a Higher Education Institution (IES) of the center of Mexico. The reliability and validity of an instrument that measured three dimensions was established; assistance, institutional and collaborative.

Method

He carried out an exploratory with a selection of 250 students of IES from central Mexico. 34% are men and the remaining 66% are women. 24% have less than 20 years ($M = 18.39$ $SD = 0.28$), 46% between 20 and 22 years ($M = 21.35$ $SD = 0.38$) and the remaining 30 % have more than 22 years ($M = 24.36$ $SD = 2.37$). Regarding their income, 63% declared less than 3500 pesos per month ($M = 3'284.38$ $SD = 23,150$), 22% between 3500 and 7000 pesos per month ($M = 6'392.81$ $SD = 42.13$) and the remaining 15% more than 7000 pesos per month ($M = 10'283.20$ $SD = 321.44$).

Used the Scale Commitment Labor which includes reagents around perceptions of self, recognition, learning and assessment work. It includes five response options ranging from "no agreement" to "quite agree".

Through telephone contact with the selected sample in which they were asked for an interview and whose purposes would be merely academic and institutional follow-up to graduates whether or not they were graduates. Once the appointment was established, we proceeded to provide them with a questionnaire that included sociodemographic, economic and psychorganizational questions. The data were captured in the Statistical Program for Social Sciences (SPSS for its acronym in English) and the analysis of structural equations were estimated with the help of the Structural Moments Analysis Program (AMOS for its acronym in English).

Normal, reliability, adequacy, sphericity and validity of the scale which measured the psychological construct.

The kurtosis parameter was used to establish the normality of the distribution of responses to the level of commitment questioned. The results show that the kurtosis parameter had a value less than eight, which is the minimum suggested to assume the distribution normality.

In the case of reliability, Cronbach's alpha value allowed establishing the relationship between each question and the scale. The value greater than .60 was considered as evidence of internal consistency.

Finally, the adequacy and the sphericity were weighted with the Bartlett test and the KMO parameter, after which an exploratory factorial analysis of the main axes and pro max rotation was carried out, in which the factor weights greater than .300 allowed to deduce the emergence of the commitment from eight indicators.

Results

The statistical properties of sample distribution in which standard deviations (see Figure 1), bias and kurtosis prevail, suggesting the relevance of multivariate analysis when placing values in the range of normality (close to unity, although lower values are more recommended).

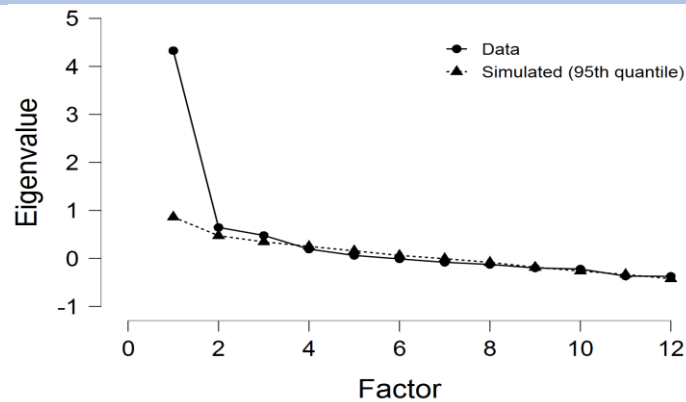


Figure 1: Scree plot

Source: Elaborated with data study

In the case of the internal consistency of the instrument, it was higher than required (alpha of 0.700), but less than optimal (alpha of 0.900), obtaining

an intermediate value (alpha of 0.882) for the general scale and for the subscales of the assistance, institutional and collaborative dimensions (respective alphas of 0.870, 0.864 and 0.860 respectively in figure 2).

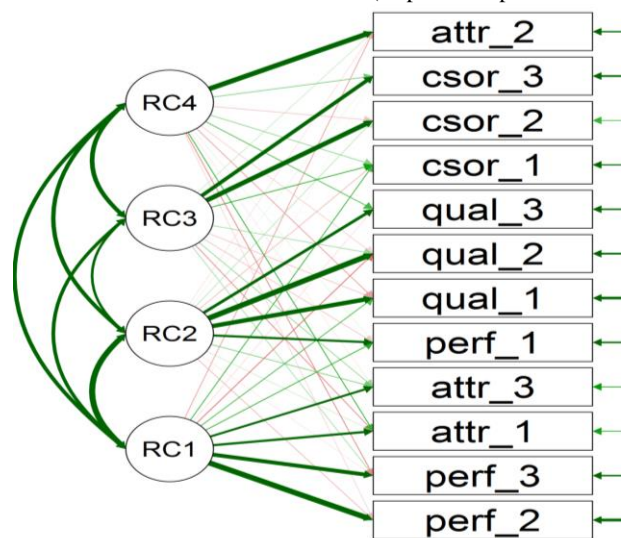


Figure 2: Exploratory factor model of commitment in the COVID-19 era

Source: Elaborated with data study

The consistency of the overall scale suggested the relevance of applying the instrument to other contexts and samples, although the validity suggested by the suitability and sphericity [Kurtosis generally = 1,05; Bootstrap = 0.000; KMO = 0.586; $X^2 = 16.89$ (15gl) $p = 0.000$], only the explanation of 52% of the total variance was established.

Once the three factors were established, we proceeded to estimate their correlations and covariances in order to estimate a structural model for the contrast of the null hypothesis.

Discussion

In the case of correlations, understood as associations between factors, were positive, but tending to zero so it was assumed that the three factors are part of a common variable: labor commitment, although in the case of covariances, understood as the possible associations with other variables not included in the model were close to unity, suggesting the inclusion of at least one other factor that the literature identifies as a family dimension. Once their associations were established, we proceeded to estimate the structural model of reflective trajectories.

The state of the question when assuming that the labour commitment is part of an academic, professional and labour training process supposes the transformation of the intellectual capital in intangible assets of the organizations that produce knowledge; but in the present work it has been

emphasized that it is rather part of an emergent process in which unemployment seems to affect the loyalty of the worker towards the organization.

It is necessary to carry out studies that explain the emergence of work commitment in situations or contexts of unemployment and in comparison, with scenarios of full employment.

Conclusion

The aim of the present work was to explore the factorial structure of work commitment, considering unemployment scenarios, but the research design limited the findings to the sample surveyed; suggesting the extension of the work to the explanation of the emerging labour commitment rather than as a derivative of the conversion of intellectual capital into an intangible asset, or as a product of academic, professional and labour education.

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