

Organizational Commitment

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Abstract

Every organization needs to ensure the continuation of competent and committed human resource if it wants to attain maximum competitive advantage. Today the corporate sector is competitive, and everyone is working hard to ensure they emerge the best concerning quality production and service offering. To achieve this condition, firms should ensure that employees are satisfied and that they love their job because workers' mental attachment towards their job and company is the primary step towards improving human resource management. Additionally, to improve the organizational commitment of a company, it is necessary to implement best practices of human resource management that will help make the employees attached positively towards their work. The paper describes Facebook Company and the available issues regarding organizational commitment, the theory used to explain these challenges, as well as providing recommendations for the proper way to solve the issue.

Organizational Commitment

Step 1

Summary of The Organization

Facebook is an American company that deals with social media as well as social networking services. This firm was founded by Mark Zuckerberg, a former student of Harvard University. He started the company with help from fellow students known as Eduardo Saverin, Chris Hughes, Dustin Moskovitz, and Andrew McCollum, who were his roommates as well (Tagg&Seargeant, 2016). The organization is well known as one of the four biggest technology companies alongside Google, Amazon, and Apple. In the beginning, Zuckerberg developed a website in the year 2003 which he named “Facemash” while he still studied in Harvard. The site which he made was almost similar to Hot or Not website and it used pictures collected from the online nine houses’ facebook, where it placed two photos next to each other and users were asked to choose the hotter one between the two pictures.

This website caught the attention of many people and in the first four hours of its launch it reached 450 subscribers and a total of 22,000 photos were viewed (Tagg&Seargeant, 2016). The site trended in campus and several group list-servers received the invitation, however, the University administration shut it down immediately because they claimed it violated privacy as well as copyrights. In addition, Zuckerberg got expelled from Harvard University and several charges including a breach of security, individual privacy violation, and violation of copyrights placed on him, although the charges were later dropped. However, Zuckerberg was not demoralized by this situation (Tagg&Seargeant, 2016). He went on to enhance the project into a social study tool. The site involved improved aspects, for example, one could upload images and each photo had a section which allowed people to leave comments then he later shared these

developments with his classmates. The site is now used all over the world by both the young and old who post pictures, like, or comment on others' posts.

Users can access Facebook services from devices that have an internet connection including tablets, computers, and smartphones (Georgellis, 2015). Users only need to register with the site then they get to customize their profiles showing information concerning them that they would like the world to know. After achieving those steps, customers can then post photos, multimedia, and texts then share it with their friends who are users of this site as well. There are several common-interest groups formed by users as well and a person can freely join if they have those interests at heart.

Synopsis of Organizational Challenge

The key organizational challenge in Facebook Company involves organizational commitment. This term refers to the mental attachment of individuals to a firm. According to several studies, many companies research ways in which they can improve the feelings or perspectives of their employees regarding their work to improve the level of commitment of these people to the organization (Chatman et al., 2018). Organizational commitment relies on certain variables, for example, job performance, employee turnover, and organizational citizenship actions. Besides, the level of commitment of a worker depends on several factors including role stress, employability, job insecurity, empowerment, and distribution of leadership (Kinicki & Fugate, 2018). Moreover, three primary components are crucial when discussing commitment and they have different psychological states developed by Allen and Meyer for two crucial reasons which include acting as future research's framework and to assist in the interpretation of current studies (Chatman et al., 2018).

1. Affective commitment

This is a component of commitment involving the positive mental connection of an employee to the organization. Besides, it is acknowledged as the desired element of commitment in a company.

1. Continuance commitment

This kind of component can be referred to as the element of need also named as the gains versus losses of working in an organization.

2. Normative commitment

In Normative commitment, people possess a feeling of responsibility that makes them commit and stay in a firm. This type is the last component of the method.

The Facebook Company faces organizational commitment issues such as the poor distribution of leadership and job insecurity that make it difficult for employees to entirely commit towards this firm.

Threat, challenges and opportunities of Organizational Commitment

The people posing a threat to the organizational commitment in this company include the CEO, Mark Zuckerberg, and the COO, Sheryl Sandberg (Tagg&Seargeant, 2016). The operations of the company depend on the decisions made by these two people which might lead to actions that do not impress employees. The two are responsible for the recent attacks on the company regarding illegal dismissal of employees after the company was accused of breaching several regulations such as privacy and its use by Russians to interfere with the US elections. These challenges threaten the commitment of workers to this firm.

Leadership plays a significant role in ensuring organizational commitment. If a firm has responsible leaders who are focused on ensuring a competitive advantage for the business, it is

most likely that employees will follow suit. However, irresponsible leaders will make workers lose focus and perform poorly. “Zuckerberg and Sandberg are responsible for hiring and firing workers as well as ensuring the organization runs smoothly” (Tagg&Seargeant, 2016). They need to decentralize the leadership and form departments that deal with different aspects. They need to involve their employees more to enhance the trust and commitment. Besides, they should follow proper or legal channels in case they want to dismiss an employee.

The core environmental issue in Facebook involves the different lawsuits against it, for example, the case about Cambridge Analytica unlawfully obtaining 87 people’s data. Such a situation creates a work environment that is not healthy for the workers. People would love to work at a place where they wake up with an urge to go to work and deliver. However, when there are legal problems, employees get scared and may not focus on their jobs. The environment in Facebook is not calm for effective service offering, there is tension whenever employees are sacked and this factor impacts organizational commitment. Facebook has the opportunity to develop further and improve organizational commitment by changing its leadership style into a more involving system where employees can contribute in decision making.

Step 2

THEORIES APPLICABLE

Social Identity

The theory that best explains organizational commitment is Social Identity theory. It is a technique which states that individuals often want to elevate their self-worth and they do this process by getting attached to a particular organization or group (Yousef, 2017). Behavioral strategies are not left out by this condition but rather the theory wants to look at precise components of this commitment type. This theory relates to organizational commitment since

people need to trust or believe in a firm for them to work efficiently to achieve maximum results. Commitment to a particular company requires job satisfaction and to achieve satisfaction an employee needs to work with fellow workers. The workers represent a group to which one attaches himself or herself.

Self-categorization theory

This theory states that the self develops through ties to an organization and people can examine themselves on different aspects and levels. The primary factor is that the way in which individuals build their identity is significant in determining organizational commitment. If a person is part of a group which is a large section of their identity, then it is expected that the level of organizational commitment will be high as well (Yousef, 2017). This theory as well explains the way organizational commitment can be attained through a person getting satisfied with their position or job.

Key Indicators Applied

The key indicators used by the author to show that the theories apply in organizational behavior include the components of the commitment mentioned before. In Affective commitment component, an individual has a positive psychological connection to the firm. A person cannot be attracted to a firm if they are not tied to a certain group or the company itself. “There should be a common goal that every employee fights for” (Sheikh, 2019). There should be a good working relationship among the workers and between workers and the leaders. The groups need to communicate freely in case there are issues to be solved as well as celebrate together whenever there is a development. These activities promote friendship and make employees feel like the environment is a home and not just the workplace.

Besides, continuance component explains the need to weigh the gains and losses obtained in the company. Comparing these aspects makes workers understand whether they are on the right path or need to work harder. If employees can get such information, they learn to trust the system and work to improve the outcomes. This condition makes them feel part of the organization unlike when left to work without an idea of the outcomes achieved. Moreover, according to Yousef (2017), one can be tied to an organization or group which plays a big role in their identity. Normative commitment involves the feeling of responsibility the people have when tied to an organization. Therefore, workers feel that they are obliged to help the firm achieve a competitive advantage. The feeling of responsibility arises when a company implements proper measures to create a good working relationship.

Article's Relevant Sections

The most relevant parts of the article according to me are the explanations of the theories. If you understand the theories and get to know what they entail, then you will definitely notice their relationship to the organizational challenge under discussion. The theories focus on the fact that people's self-identity is built when they engage in groups or firms having interests similar to theirs. The author continues to say that this condition is the basis of achieving organizational commitment. Therefore, understanding this section helps you get every idea of how to relate the theories with organizational commitment.

Step 3

RECOMMENDATIONS

Having seen the organizational commitment experienced by Facebook, I developed several recommendations that would help solve this issue.

Leadership Style

First, the organization needs to dissolve its leadership and have a more involving system where workers need to be involved in decision making regarding critical matters (Georgellis, 2015). This situation makes employees feel part of the firm and get attached psychologically because they will want to make the business grow. A person can only support the development projects if they know that at the end of it all they will benefit.

Form a Committee

Facebook needs to form a committee and include more leadership positions to decentralize work. The leaders need to be clear on the legalities involved in terminating a worker. This process will help improve job security because it is one of the factors that influence organizational commitment. The people realize that employment is permanent and they are entitled to benefits upon retirement, they get attached to the company and will work hard to see the firm get maximum profits (Kinicki & Fugate, 2018). Nothing motivates an employee like waking up early to go to a job which is likely to sustain them in the long run. However, if there is no job security, workers will be scared and work under pressure. They might even hate the particular company hence fail to be committed.

Forming Social Groups

The organization should devise mechanisms of grouping its workers concerning their interests. Social groups would help as well because employees get to have some time to rest and talk about issues troubling them both at work and at home (Georgellis, 2015). This way, the leaders get to find proper ways of helping the workers and this situation could reduce work-related stress and accidents. If a person feels cared for at work and their issues are listened to and addressed, they love the organization and this kind of attachment is crucial in ensuring organizational commitment is met.

My plan of action has consequences which should be consider including increased budget for the firm since increasing positions and forming a committee means more salaries and benefits. Besides, the organization would have to set aside time for the group sharing which might interfere with working time. My personality fits in the formation of social groups, I would help address the issues faced by fellow employees to relevant HR offices. As a Christian, I have made progress in my life due to engaging in various Christian and social groups that help understand the scripture and grow mentally. The Lord requires us to be committed in everything that we do to achieve success. As Timothy (2:15) states, you need to ensure that you present yourself to the Lord as a worker who is approved and has no need to be ashamed, by handling the word of truth rightly. Through prayers in the groups we can successfully solve these issues by implementing the recommendation plans. The Holy Spirit helps in showing us the right direction and as a Christian I would rely on God to answer my pleas through the Holy Spirit. Today the firm has critical problems where employees are not committed, and job security is not guaranteed. Implementing these ideas will help solve or rather minimize the crisis.

Conclusion

Organizational commitment is the process where employees have a sense of attachment to their jobs or organization. The process involves three components including affective, continuance, and normative commitment. Facebook organization faces challenges related to employee commitment. This result due to the poor leadership styles used by Zuckerberg. Organizational commitment can be explained using two theories known as self-categorization and social identity. However, there are several recommendations that I have provided and believe can help solve Facebook's organizational commitment challenges.

Reference

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