


A Qualitative Analysis of Organisational Commitment in an Algerian Pharmaceutical Industry

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Abstract: *Quiet quitting, bullshit jobs¹, the great resignation are recurrent words referring to disturbances increasingly observed in work life and new concepts characterizing the job market. They mainly indicate the evolution of work perception, the deterioration of work relations, and a quest for meaning among employees. In this context, this research attempts to look closely into the relationship between an organisation and its employees through a qualitative case study. This paper will first present a literature review as thoroughly as possible about the evolution of the concept of organisational commitment from the 1960s up to now; the literature review will also encompass the main antecedents and outcomes of this concept on organisational performance. Then, qualitative research following the socio-economic approach to management will be conducted in the Algerian pharmaceutical industry to grasp the complexity of the concept. A series of 38 semi-guided interviews is conducted, starting with the CEO of the company and including each Division Director and Chief of Department. The results of the research allowed us to identify several pivotal ideas that are likely to hinder organisational commitment, including the size of the premises is no longer fitted to the size of the company, which deteriorates the work environment and impedes performance; lack of work organisation and information communication following the growth of the company such as the absence of a Human Resource Management and a Management control division; centralization of decision making and communication about company objectives which contributes to a blurred role distribution; HRM practices characterized by limited career evolution option and a flawed personnel appraisal process; and finally, organisational changes put the company at challenge because of resistance to change ERP, skills shortage, skills destruction, flawed training and dissonant communication.*

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¹ Graeber, D. (2019). *Bullshit jobs: the rise of pointless work, and what we can do about it*. Penguin, London, UK. Available at: [\[Link\]](#)



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Introduction

Organisational commitment, as a concept of management science, has been studied since 1960 (Becker, 1960). It reflects the nature of the relationship that ties an employee to his organisation. Despite the profusion of research and studies in this matter, be it by scientific researchers or consulting groups, organisational commitment is still an ongoing question in management science and practice. For instance, HRM journals include research about it with an average of 10.8% of the total published articles that is 278 out of the 2585 total publications (van Rossenberg et al., 2022). In this article, we will first have a quick overview of the evolution of organisational commitment, its antecedents, and outcomes. Second, we will present the methodological framework and give a thorough presentation of the company hosting our research. Third, we will present the main results of this research.

Literature Review

Organisational Commitment was a widely used concept, little analyzed before the 1960s. The concept remained unclear and there was a lack of consensus about its definition for over thirty years (Meyer & Allen, 1991). It led to inadequate measures of commitment since they did not always refer to an appropriate definition. Later, the organisational commitment construct evolved to be referred to as a psychological state or mindset that characterizes the employee's relationship with an organisation. It has consequences on the decision to remain or leave the organisation where he belongs (Meyer & Allen, 1991). However, the nature of psychological state differs from one situation to the other. Meyer and Allen proposed a three-component conceptualization (Meyer & Allen, 1991). The authors' model serves as a framework for other research and advances the existence of three components of commitment: affective, continuance and normative commitment each of which stems from a desire, a need, or an obligation (Meyer & Allen, 1991).

Moreover, the authors developed a reliable measure of commitment, known as the Three-Component Organisational Commitment Questionnaire (Meyer & Allen, 1991). It became widely used in organisational commitment research and studies (Van Rossenberg et al., 2018). It consists of a seven-point questionnaire with three sets of questions/assertions, each of which refers to a different component of organisational commitment. It includes questions about happiness to stay, personal meaning, being part of the family and a sense of belonging for affective commitment; the sense of obligation, loyalty and ethics for normative commitment; alternative options, the necessity to stay and personal sacrifice to leave for continuance commitment.

As for the drivers or antecedents of commitment, research stressed that work experiences that achieve an individual's psychological needs to feel comfortable and fulfil his organisational competencies are stronger determinants of affective commitment (Meyer & Allen, 1991). Regarding continuance commitments, two antecedents are identified: there is, on the one hand, the magnitude and/or number of investments or side-bets individuals such as mastering skills that cannot be transferred to other organisations, retirement funds that one can lose when leaving; on the other hand, there is a perceived lack of alternatives: are there other work opportunities with equivalent or better conditions? Last, normative commitment antecedents are reciprocity norms, organisational culture and organisational socialization (Meyer & Allen, 1991).

Regarding outcomes, two main elements are considered to assess the impact of organisational commitment: turnover and on-the-job behaviour. First, organisational turnover has been a recurrent research topic for decades (Griffeth et al., 2000). It has long been admitted that high turnover is damageable for the organization by negatively impacting organizational performance (Hancock et al., 2013; Park & Shaw, 2013; Wynen & Kleizen, 2019). The effect of turnover can be felt at different levels. There are first direct operating costs (Angle & Perry, 1981; Silverthorne, 2004): recruitment of new employees, time and selection costs depending on the number of interviews, time and costs of training and mentoring, and lower productivity of new hire. There are also indirect costs, such as the impediment of teamwork, which can cause stress to other employees, and turnover can also be contagious. A high level of turnover may also convey a bad image of the company. Second, Harris and Eoyang's distinguish between commitment to stay and commitment to work as independent constructs having complex implications for organisations (Harris & Eoyang, 1977; Muthuveloo & Che Rose, 2005). Besides being an antecedent of employee retention (Koch

& Steers, 1978; Porter et al., 1974), organisational commitment is also a determinant of employee effort and performance (Mowday et al., 1979; Locke & Latham, 2002; Klein et al., 2013). The on-the-job behaviour is the actual behaviour of employees inside the organisation. It refers to work-related behaviour such as attendance, work performance, organisational citizenship behaviour that will affect organizational effectiveness (Angle & Perry, 1981). The first component of on-the-job behaviour is withdrawal behaviour. It refers to employees' actions to avoid work – behaviours that may eventually signal an intention to quit the organisation.

On the one hand, psychological withdrawal translates into daydreaming, socializing, looking busy, cyberloafing, moonlighting. On the other hand, there is physical withdrawal consisting of tardiness, long breaks, missing meetings or not following up and absenteeism. The second component of on-the-job behaviour is organisational citizenship behavior (OCB). Robinson and Morrison (1995) state that OCB is an “employee behavior that is extra-role, that promotes organisational effectiveness, and an organisation’s reward system does not explicitly recognize that”. Research proved that on-the-job behaviour relates differently to organisational commitment depending on the type that commitment takes (Meyer et al., 1989).

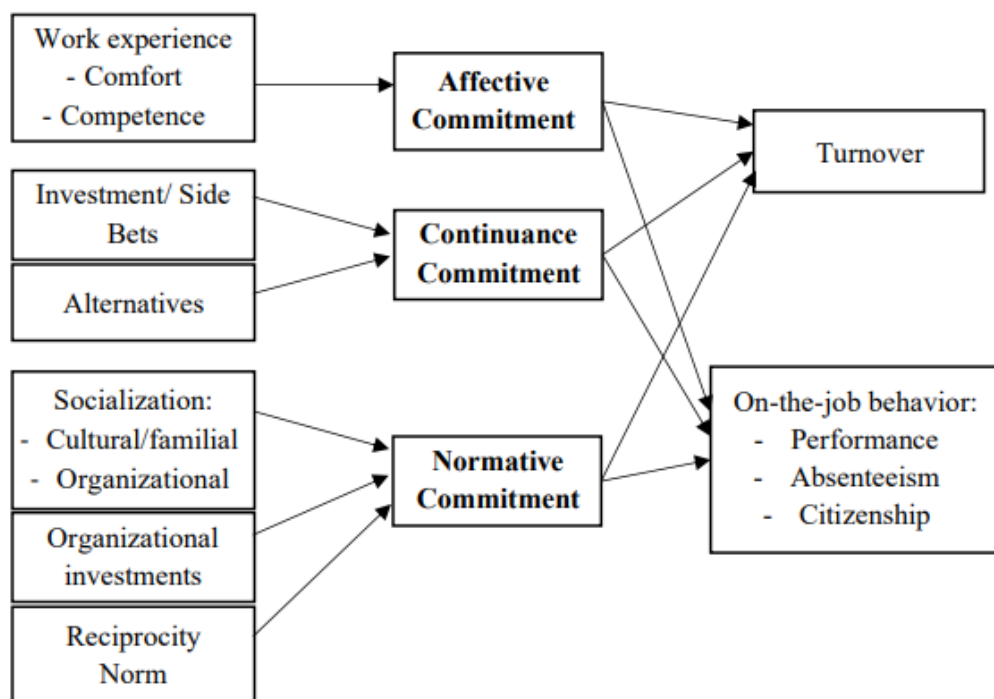


Figure 1. Three-Component Model of Organisational Commitment

Source: Compiled by the authors based on the literature review

However, one major research shortcoming stood out from our literature review. Some scholars pointed out the prevalence of quantitative studies on organisational commitment and raised the issue of a lack of qualitative research about it (Klein et al., 2009). This shortcoming is the reason behind our choice of a qualitative methodological approach. Our research will contribute to bridging these gaps and further advance our knowledge about this concept. This research will therefore investigate the notion of organisational commitment through a single case study in a developing country, namely Algeria. This research is based on a qualitative analysis following the socio-economic approach to management, which will help us to grasp the complexity of the concept. The question guiding this research is: how can the relationship between an individual and his company be optimized in the mutual interest of both, leading to achieving the company's overall performance?

Methodology and Research Methods

According to some researchers (Aguinis et al., 2010), the qualitative research method is more suited for managers’ needs and expectations because qualitative research results are closer and representative of these managers’ daily life at work and are easier to understand for a non-academic audience. Face-to-face

interviews allow accessing reality perceptions and interpretations from the interviewees' perspective since they are more affected by our research object (Wacheux, 1996). In this research, we relied on the socio-economic approach to management (SEAM) to conduct a qualitative study (Savall & Zardet, 2011). Through its socio-economic diagnosis, this approach is concerned with giving a holistic and realistic image of the company at a given time based on interviewees' perceptions and statements. The choice of this methodology constitutes the distinctive feature of our research.

The socio-economic diagnosis aims to collect a set of "dysfunctions" as truthfully as possible to what interviewees express. These dysfunctions are defined as "the consequence of the interaction between an organisation's structures (physical, demographic, technological, organisational, and mental) and behaviours individual behaviours, business departments, socio-professional categories, affinity group, organization taken as a whole). They are described by actors (employees and employers) in terms of discrepancies regarding the company's ortho-functioning, that is, the desired functioning of the company in opposition to the observed functioning (Savall, 2011). These dysfunctions are classified into six families: work conditions, work organisation, communication/coordination/concertation, time management, integrated training and implemented strategy. The socio-economic research method proposes a pre-established interview guideline based on previous research and findings by SEAM researchers (see the table below).

Table 1. Socio-Economic Approach Interview Guideline

Theme	Subthemes
1. Work conditions	101 Premises layout and organisation 102 Equipment and supplies available 103 Disturbances 104 Work physical conditions
2. Work organisation	201 Tasks, missions and functions distribution 202 Absenteeism regulation 203 Work value 204 Work autonomy
3. Communication/ Coordination/Concertation	301 Service internal 3C 302 Relationships with surrounding services 303 3C between headquarters and corporate network 304 3C between parent-company and subsidiaries
4. Time-management	401 Deadline compliance 402 Activities planning 403 Tasks poorly performed 404 Time management disturbance factors
5. Integrated training	501 Training-job correspondences 502 Training needs 503 Available skills 504 Training programmes
6. Strategic implementation	601 Strategic orientations 602 Strategy actors 603 Strategy implementation organisation 604 Strategy implementation tools

Source: ISEOR©

The socio-economic diagnosis interviews are carried out according to the HORIVERT process (Savall & Zardet, 2011) within two actions. A HORIZontal action comprises top and middle management, to which we add a VERTical action involving the employees working in two different divisions (or departments). We focused our study on horizontal action by interviewing the company's managing team, including the general director, all directors, and the head of departments, which makes it 38 interviewees. Interviewees were able to express themselves about the dysfunctions encountered during their day-to-day life at work. Every employee was individually interviewed in total confidentiality. The allowed time for each interview is one hour and a half. At the beginning of each interview, we presented ourselves and the purpose of our research. Then, we presented the socio-economic approach grid of dysfunctions before opening the discussion. We did not ask specific questions but gave total freedom to the interviewee to start from where he/she saw fit. Our role was to take extensive notes and guide the discussion by reminding themes and subthemes from the guideline.

To ensure their relevance to reality, the dysfunctions collected during interviews come in quotes as faithful as possible to what interviewees have expressed in their natural professional language. We had more than 10 “fieldnote quotes” during each interview, guaranteeing the diagnosis's richness (Savall & Zardet, 2011). The so-called “fieldnote quotes” undergo a first content analysis and are all classified into six themes of dysfunctions (Table 1) following an arborescent tree-form. They are then coded and categorized into subthemes and finally into key ideas formulated by the researcher in his scientific language following an inductive logic (Table 2). The so-created document includes all the dysfunctions expressed by the interviewees and is called “The Mirror Effect” (Table 2). It represents a collective representation and “a transactional image of the research object obtained through contradictory evaluation internal to the research object” (Savall & Zardet, 2011) through the presentation of different points of view and possibly contradictory stakes.

Table 2. Excerpt From the Mirror Effect of the Company under Study in The Present Research

<p>1. Work conditions (Theme) 1.1 Premises layout (Sub-theme) 1.1.1 The size of premises is unsuitable to the workload (Key-idea)</p>	<p>“I think that work atmosphere is difficult because we are growing too fast, the premise did not grow because of states issues, everybody is waiting for the coming extension, the new storage. For example, Production structure is under pressure. When we have some work to do, we stop production for 3 days then we have to resume as soon as possible and it a source of stress”.</p> <p>Fieldnote quote (translated from Arabic)</p>
<p>2. Work organisation (Theme) 2.1 Tasks distribution (Sub-theme) 2.1.1 Tasks distribution difficulty (Key-idea)</p>	<p>“It is very difficult to organize work currently because health authorities’ organisation is not final. It is very mixed up so I cannot set projects and organize my team. For example, some activities are currently being transferred from Ministry to the National Agency for Pharmaceutical Products. I dedicate a person for each institution but since there is an endless back and forth of activities between both institutions, we end up with a person having more work than the other. It is difficult to manage. We could be more organized and more efficient without there changes”.</p> <p>Fieldnote quote (translated from Arabic)</p>

Source: Compiled by the authors based on the study

This document will then undergo a second content analysis that will allow us to identify pivotal ideas related to organisational commitment presented in the results section.

Case Study. Based on our interview with the CEO and internal documents, we have gathered the following information about the company we chose to conduct our research. The company under study is a 24 years-old Algerian pharmaceutical industry. It was founded in 1997 as an import company, and starting in 2002, the company launched its production activity. It specializes in producing dry-form medicines: pills, capsules and sachets. The company kept growing during these years and has become one of the leading industries in the Algerian and African markets.

In fact, as of 2020, the company's products amounted to 63 generic medicines and covered up to nine therapeutic classes: analgesic, gastroenterology, respiratory system, cardiovascular system, rheumatology, psychiatry, gynecology, anti-infectives and dietary supplements. Sales kept increasing throughout the years and reached 50 million units per year starting in 2015. Its activity is spread around the national market with regional offices in several ways: Annaba, Constantine, Sétif, Bejaïa, Tizi-Ouzou, Alger, Chlef, Oran and Tlemcen. Since 2007, as part of its ambitious international expansion strategy, the company under study has become one of the few Algerian export companies. The number of employees grew exponentially from 36 in 2002 to 717 collaborators in 2018. The average growth rate was 28,3% per year from 2002 until 2010. It has increased noticeably to 56,75% per year from 2010 till 2018.

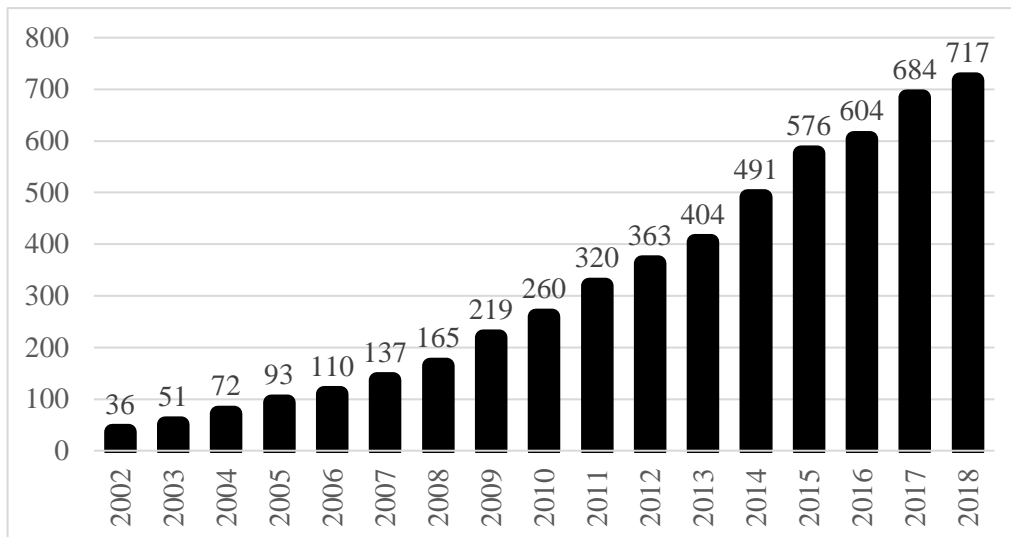


Figure 2. Employees Number Evolution from 2002 till 2018

Source: Compiled by the authors based on the data collected from the company

Since the number of employees has been growing, and the company is going from a Small and Middle-Sized Enterprise to an Intermediate-sized company, human resource management has become more complex. The company took the decision not to have a Human Resource Direction. It has instead adopted a decentralization strategy by delegating the leading human resource management activities and responsibilities to the directors of each division. For instance, directors are mainly responsible for recruitment planning and selection, training and development decisions, performance management, personnel appraisal and promotion decisions. Other HR responsibilities are held by the HR service manager, who comes under the direct supervision of the deputy CEO. These activities are related to compensation and benefits decision/administration, employment law and compliance, support activities for training and recruitment – such as advertising the job vacancy and collecting applications and CVs, prospecting training suppliers and collecting their service offers, paying training suppliers.

The purpose of the decentralization strategy is to empower directors by granting them the necessary authority to manage their teams according to the needs of each division in a best-suited way. The second reason is preserving proximity that has always prevailed in the company, which can be challenging in growth and organisational change. In fact, one of the major company's values is to cultivate close proximity with all collaborators, which is meant to foster a feeling of belonging despite the growing number of employees.

Results

This section presents the content analysis results by identifying pivotal ideas related to organisational commitment. These pivotal ideas will be commented and discussed in light of previous research and findings about organisational commitment.

1. The Size of the Premises is no Longer Fitted to the Size of the Company and Its Expanding Activities Which Has Consequences at Several Levels. Interviewees mentioned an inadequacy between workload, payroll and premises size and layout. A total of thirty-one field notes and six key ideas were recorded about this sub-theme. It can be explained by the fact that the company did not purchase new premises because of bureaucratic issues in accessing public industrial land concessions, as mentioned on several occasions by the management board and the high cost of investing in industrial land, which would lower the company's competition. It is why while the company's activities expanded over the years, the surface of its premises remained unchanged. This situation has several consequences for work.

1.1 Work Overload Because of a Lack of Personnel since Recruitments are Frozen. While some employees share the same desk, some services cannot hire new employees because of a lack of space. The inability to recruit more employees results in work overload because the company keeps growing.

1.2 Tense Work Atmosphere: Not Taking Responsibility for Poor Work Quality, Hectic Work Pace is a Source of Stress. Interviewees were unanimous about this point. The small size of the premises is a source

of problems and tensions between and inside departments. First, some take advantage of this situation to deny their responsibility and blame other services for poor work quality. It is the case in Health, Safety and Environment Direction and the Laboratory. Second, some interviewees link tensions and difficulties in human resource management to the size of the premises. In the Laboratory and Quality Assurance structure's, directors and heads of departments encounter the same problem working in an open space: how to manage conflictual situations if you do not have a private space? This issue also arises in the Supply Chain division embodied by interpersonal frictions while managing storage. Finally, the company is expanding rapidly, which inflicts a hectic work pace for managers and employees and constitutes a source of stress. As we have seen in the literature review, on the one hand, work conditions, work experience and comfort are antecedents of affective commitment (Meyer & Allen, 1991). On the other hand, socialization and the company's culture are antecedents of normative commitment. Their absence or poor quality will likely negatively impact affective and normative commitment. In fact, the context in general, influences the individual outcomes of organisational commitment (Morgeson et al., 2010).

2. Lack of Work Organisation and Information Communication Following Company Growth

2.1 The Absence of the HRM and Management Control Divisions Undermines Work Performance.

Several directors and heads of departments mentioned a lack of organisational structure. The company went from 100 to 600 employees quickly without creating either a Management Control department or a Human Resource Management (HRM) structure. According to the management board, the reason behind the delay in dedicating a division for Management Control is the difficult working conditions that is premises size, growth pace and work overload. The absence of both structures impacts managers' work performance and, by extension, their organisational commitment regarding their satisfaction with the means available to perform their duties and achieve their objectives (Meyer & Allen, 1987).

Beginning with Human Resource Management, these tasks are carried out by the Deputy CEO. During interviews, it was mentioned that the absence of an HRM Division affects the definition of objectives. With the increasing number of employees, the company created several services related to HRM, such as Training service, Payroll service and Social Security service, each of which is under the supervision of the Deputy CEO. However, tasks such as Recruiting and Training are decentralized and come under the supervision of each division director. It comes under the company's strategy of decentralization and participation in decision-making, which is perceived in literature as an antecedent of commitment (Morris & Steers, 1980). It is where the directors of some divisions complain about not being able to carry out these tasks because of work overload and the priority of their own divisions' objectives.

Hence, training quality and planning are affected. For instance, several managers mentioned the new ERP software where employees were not trained enough. Recruitment is also time-consuming for managers: detecting and expressing recruitment needs, collecting applications, selecting candidates, making calls and interviews, understanding the person's profile and mentality, negotiating salary, etc. In terms of Management Control, managers regret the absence of a division in charge of it because it would help monitoring objectives and avoid making mistakes in Finance and Accounting Division especially.

2.2 Centralization of Objectives Definition and a Flawed Communication About the Latter Hinders Work Cohesion and Role Clarity.

As outlined in the literature review, decentralization is perceived as a determinant of organisational commitment since it is the case for role clarity (Morris & Steers, 1980). Our empirical findings showed that the definition of objectives is questionable from several angles in this company. First, the only persons involved in defining objectives are the management board members. The other directors, for instance, those of Production, Supply Chain, Laboratory, and Quality Assurance, do not participate in setting out the yearly sales target. It is considered a source of lesser work performance. As outlined in the literature review, decentralization is perceived as a determinant of organisational commitment since it is the case for role clarity (Morris & Steers, 1980). Our empirical findings showed that the definition of objectives is questionable from several angles in this company. First, the only persons involved in defining objectives are the management board members. The other directors, for instance, those of Production, Supply Chain, Laboratory, and Quality Assurance, do not participate in setting out the yearly sales target. It is considered by the latter as a source of lesser work performance.

3. Human Resource Management Practices and Organisational Commitment: A Problem of Counterproductivity

3.1 Career Evolution: Disputed Hierarchical Lines for Mere Internal Promotions. It is admitted that when organisations are involved in developing their employees' careers, the latter is likely to develop a feeling of obligation embodied by greater productivity and loyalty (Foong-ming, 2008), and they would feel motivated to give their best (Cummings & Worley, 2005; Foong-ming, 2008). The company under study in this research aims to offer employees career evolution opportunities by encouraging internal promotion rather than external recruitment. Following the same decentralization strategy, divisions' directors hold the decision power to promote their collaborators to higher positions, either the head of the office or the head of the department. However, the absence of clear career development procedures was raised. Each division and department are free to manage this aspect, leading to incoherence between divisions, mimicking behaviours, and unnecessary promotions and undeserved salaries.

Career management lack of organisation and harmonization has a knock-off effect on proving personal accountability when problems occur. It echoes back to the first pivotal idea where the work environment is disturbed with a problem of "balkanization" between departments – meaning blaming other departments for poor work quality. Despite the company's willingness to offer internal job opportunities for its best employees, the company's size is limited. There is a discrepancy between management career strategy and what it entails regarding hope and goals for employees and the number of possible positions. It feeds through quitting intentions in the long run and difficulty retaining human resources.

3.2 A Flawed Personnel Appraisal Process. Personnel appraisal consists of setting goals, monitoring their implementation, and assessing their achievement (Giddins, 1995). The company has an appraisal system that is put into question for various reasons. First, the definition of individual goals is put into question. Second, this can be explained by the ambiguity in the definition of the company's objectives, which is a lack of involvement of all directors and communication – a topic elaborated on above. Third, it stood out from our research that managers struggle with defining personal goals for their employees in several divisions because of a lack of training. We have already referred to this dysfunction earlier in this chapter, explaining that, following the company's career planning strategy, some employees are promoted to managerial positions without effective and operational training. This dysfunction is particularly affecting Maintenance, Quality Assurance and General Resource Departments. It is thus intricate to assess the quality of their work.

The next element affecting personnel appraisal is organisational. It is related to the specificities of each division, where work depends on other divisions' workflow and external factors. For instance, the Information System division receives requests from all the other divisions regarding computer infrastructure and network management. Therefore, these divisions' employees can barely manage their time and are always subject to their colleagues' emergencies and requests. Their efficiency is also contingent on the phone service provider's quality of service. As for the Regulatory Affairs division, its workflow is dependent on Algerian governmental laws regarding the pharmaceutical industry sector, which is characterized by its instability, as seen in the first chapter of this dissertation. There is an important element highlighted in the quote below. The existence of a personnel appraisal system without an efficient goals definition process has no added value for the company. Finally, the last element that affects the successful completion of personnel appraisal is a hectic and stressful work atmosphere regarding the targeted goals. Only quantitative objectives are required whenever possible and not qualitative ones. However, a stress-free environment, "including transparent overall and appreciation policies as well as timely implementation and communication of revised policies", is essential for creating an ethical work environment which is a source of job satisfaction (Ahmed, 2018).

4. Organisational Changes (Technological, Social and Cultural) Put the Company at Challenge from Several Aspects

4.1 The Introduction of an ERP Software is Faced with Resistance. Upon the advice of its Information System division, the company proceeded to a major technological acquisition by introducing an Enterprise Resource Planning (ERP) system. The aim behind this decision is to improve work performance, data communication, and availability inside the company. Implementing such technologies is a response to a highly competitive sector (Raymond et al., 1996), which is the case of the Algerian pharmaceutical industry. Such organisational change may impede its successful implementation (Kim et al., 2005). In the present research, interviews revealed resistance to change following the introduction of the ERP software, despite being implemented for four years.

There may be several reasons behind employees' reluctance to organisational change. In this study, we have identified multiple inconveniences that employees perceive when using the ERP. First, working with an ERP is perceived as complicated and, therefore, time-consuming, which is paradoxically counterproductive. Second, introducing the ERP is considered the origin of confusion about task distribution between several divisions. It can be illustrated in the following quote between the Accountability and Maintenance departments. The third observation about the implementation of the ERP is that following the task mentioned above, redistribution users were not trained for their new tasks. It has consequences for other departments and services. For instance, the Accountability department complained about the Sales division not being aware of the legal considerations that has be respected before entering data into the system. The last observation is that the architecture of rules and procedures has not been readjusted according to the new work methods after implementing the ERP.

4.2 Organisational Change Has Consequences on Human Resource Management: Skills Shortage, Skills Destruction, Flawed Trainings and Dissonant Communication. The organisational change goes hand in hand with skills evolution. Jobs become more complex and call for new knowledge, new expertise and skills renewal. The company is expected to take the necessary measures to maintain adequacy between skills requirements and availability. In the present study, we have first highlighted a shortage of skills after the organisational change in the Maintenance division and the Laboratory. Introducing high technological equipment for drug production and analysis requires new skills. These skills requirements are hard to meet because of the unavailability of appropriate training at the national level. The below fieldnote quote reveals the existence of the problem in Maintenance. In another fieldnote, we discovered that the Laboratory analysts lack chromatography training.

In addition to the skills shortage, organisational change has resulted in other discrepancies in human resource management. In Hygiene, Security and Environment division, it was pinpointed that the evolution in skills requirements due to technological and legal transformations has changed recruitment and promotion conditions. The upshot of this evolution is the obsolescence of old skills. Previous research showed that organisational change could destroy skills (Ben Abdallah & Ben Ammar Mamlouk, 2007). This discrepancy creates a dilemma among security guards because older employees have great difficulties changing and adopting new work methods because of their knowledge background and language obstacles – French has become mandatory. It is growing an ever-bigger challenge for managers to handle employees' expectations and apply new work methods. The complexity of management as a consequence of skills needs and skills availability inadequacy can be illustrated through this: some employees are unable to perform tasks such as writing a discrepancy report which is supposed to be their main task. Another issue that arose with organisational change is dissonant communication between some employees and their managers. Some interviews revealed a cultural and skills gap between both parties because of "unthoughtful" promotions that do not respect employees' specificities. Besides, training carried out by the manager is ineffective, which will impact work performance and information transmission.

Table 3. Summary Table of Results

Dysfunctions families	Antecedents	Outcomes
Work conditions	1. The size of the premises is no longer fitted to the size of the company and its expanding activities which has consequences at several levels	1.1. Work overload because of a lack of personnel since recruitments are frozen
		1.2. Tense work atmosphere: not taking responsibility for poor work quality, hectic work pace is a source of stress
Work organisation	2. Lack of work organisation and information communication following company growth	2.1. Absence of a HRM division and a Management control division is undermining work performance
		2.2. Centralization of objectives definition and a flawed communication about the latter hinders work cohesion and role clarity
Implemented strategy	3. Human resource management practices and organisational commitment: a problem of counterproductivity	3.1 Career evolution: disputed hierarchical lines for mere internal promotions
		3.2 A flawed personnel appraisal process
Implemented strategy	4. Organisational changes (technological, social and cultural) put the company at challenge from several aspects	4.1 The introduction of an ERP software is faced with resistance
		4.2 Organisational change has consequences on human resource management: skills shortage, skills destruction, flawed trainings and dissonant communication.

Source: Compiled by the authors based on the study results

Conclusions

As seen in our literature review, organisational commitment is a long-standing construct that has been scrutinized for a long time, leading to a strong theoretical conceptualization describing the nature of an employee's relationship to his organization: the types of commitment, its antecedents and outcomes. However, our research strived to fill the lack of qualitative research in this field. It has contributed to demonstrating the complex reality of this concept. Indeed, following the socio-economic approach to management, we conducted qualitative research in a growing Algerian pharmaceutical industry with an increasing number of collaborators from year to year. The research revealed that organisational commitment entails many factors, as seen in the results section, which constantly challenges this employee/organisation relationship and has significant implications for the company's social and economic performances.

A constantly changing work environment increasingly challenges this relationship, be it because of technological developments introducing new work methods, such as the case during COVID-19 or even robots in the future. It could also be challenged by changing work perceptions, such as the current emergence of bullshit jobs. To allow managers to encompass the complexity of this concept and in order to put this concept into practice, we argue that alongside a strong theoretical corpus built through decades of research, the need is to construct company-tailored managerial tools that would encompass the complexity of such a relationship. It could be a challenge for management researchers to take up in the future.

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