The International Journal of
INDIAN PSYCHOLOGY

Research Paper

Organizational Commitment, Employee Performance, and Regret: A Correlational Study

Siya Pangasa[1]*

ABSTRACT

Organizational commitment plays a major role in a corporate setup with respect to an employee's performance and feelings of regret. This study investigated the correlations between organizational commitment and employee performance, and organizational commitment and feelings of regret in an employee working in that organization. This was a quantitative study that hypothesized a positive correlation between organizational commitment and employee performance and a negative correlation between organizational commitment and regret. Data collection was done through questionnaires that included the Organizational commitment scale by Dhar, Mishra, and Srivastava in 2008, the Decision regret scale by O'Connor in 1996, and IWPQ (Individual work performance questionnaire) among 100 participants of proportionate fifty males and fifty females. Product moment correlation was done to analyze the correlation between the aspects and previous research was analyzed to sum up the already existing theoretical knowledge of the three components to be analyzed which were Organizational commitment, regret, and employee performance. A significant correlation, both positive and negative was determined from Organizational commitment and employee performance, and organizational commitment and regret, respectively. The hypothesis was thus proven true in the study.

Keywords: *Organizational Commitment, Employee Performance, Regret*

Theoretical Framework of Organizational Commitment
The formation of organizational commitment is linked to the results of the emotional bond and relationship between the employer and the employee and the inputs that the employee receives from the organization.

Organizational commitment describes how much care an employee has for his or her work or place of work. It refers to the dedication and the level of engagement an employee feels towards the organization and their respective jobs in that particular organization while considering different reasons which make them loyal to their work other than seeking opportunities elsewhere. It can also be defined as an individual's psychological attachment to their organization.
The nature of organizational commitment is internal as it takes into account the belief, an employee has towards the values and goals of the organization they are working in. It is a

[1]Student, Amity Institute of Psychology and Allied Sciences, Amity University, Uttar Pradesh, Noida
*Corresponding Author

moral obligation or the need to stay in the organization. Organizational commitment is psychological and comes from within.

Allen and Meyer theorized three types of organizational commitments namely: Affective commitment, Continuous commitment, and Normative commitment.

1) Affective commitment focuses on the connection an individual has with their organization. It takes into account how much an employee enjoys working in the organization and whether that organization suits the interests of the worker in their respective fields. When a person is affectively committed to the organization, they offer valuable inputs, participate in meetings and discussions, and keep themselves engaged according to the goals of the organization. It is considered the most important type of commitment that an individual should have for the company in order for them to thrive as an employee and help the company thrive as a whole.

2) Continuance commitment considers the employee's state of mind regarding staying or leaving the organization. It analyses the current situation and decides whether the individual's job gives them a sense of satisfaction or fulfilment. It refers to the pros an employee considers when deciding to stay or leave the organization. Some factors which enable them to stay in the organization include affection and attachment towards the organization (both emotionally and mentally), fear of loss, the pay they are getting, etc. It also considers the employer-employee and employee relationships that they form while collaborating with their team or other people in the organization.

3) Normative commitment refers to the moral obligation which an employee perceives to continue their job as they feel a sense of duty or responsibility towards the organization. It happens when an employee feels indebted to the employer or the organization due to personal or professional reasons. This sense of obligation enables them to stay in the organization as a repayment for the organization's investment in their personal and professional development. It is also considered the final stage of organizational commitment.

Being committed to an organization has multiple benefits for the employee and the organization as a whole. it improves factors like organizational performance, employee productivity, employee advocacy, absenteeism issues, decrease in turnovers, etc, and ultimately, enhances the overall productivity and efficiency of the organization.

Organizational commitment is influenced by numerous factors which may depend upon the respective standpoints of the employer and the employee. From the employer's standpoint, factors like role ambiguity, job control, career advancement, positive team experience, job insecurity, and performance appraisal are said to influence or affect the organizational commitment of the employer. On the other hand, from the employee's standpoint factors like locus of control, age, task self-efficiency, culture, employee engagement, job satisfaction, and tenure in the organization, etc affects the organization's commitment to the employee. Other factors like organizational climate, leadership styles, managerial support, and empowerment can also affect or influence the organizational commitment of the employer or the employee.

One of the main factors which play a vital role in organizational commitment includes job satisfaction which is the perception or the feeling of the worker regarding how he or she feels concerning the organization and his or her work. It refers to the extent to which they feel positively or negatively towards their jobs. The more job satisfaction, the more

committed the employee will be concerning his or her organization. Job dissatisfaction leads to decreased productivity, engagement, efficiency, and performance of the employee.

In order to improve organizational commitment, one must focus on aspects such as culture, communication, trust, creativity, feedback, and appreciation.

Theoretical Framework of Employee Performance

Performance is an action done in order to receive recognition or reward. It considers all aspects of that action, the accuracy, efficiency, good or bad. Employee performance refers to the performance of the individual in an organizational setting. It is defined as how an individual executes the work given to them or the specific tasks provided to them. It is how an employee fulfils the duties and responsibilities trusted to them by the organization they are working in. This takes into consideration the quality, efficiency, and effectiveness of their output. The nature of an employee's performance determines the value and importance of an employee, or whether they're an asset or a burden to the company. Good employee performance makes them an asset while bad performance makes them a criticality, aka a weak spot in the organization or the company. This also determines the investment the organization puts in the employee.

Employee performance is measured by three components:
1. Trust and consistency: which questions whether the employee can be depended on for some particular tasks or not, their self-management, and potentiality to grow as an individual and an employee.
2. Quality and depth: questions how good the employee's work is in the field they are working in or if they bring something unique to the company.
3. Speed and efficiency: which questions the accomplishments of the employee in a day, week, month, or year and the results of those accomplishments and giving to the company.

Good employee performance considers aspects such as:
1. Quality of work: which includes their thoroughness, accuracy, and competence.
2. Quantity of work: which includes their productivity level, ability to meet deadlines, and time management.
3. Job knowledge: which considers their skills and understanding of the work they are doing.
4. Working relationships and achievements: that considers their teamwork and communication.
5. Bad employee performance or underperformance issues may arise due to inadequate training, personal or other distractions, lack of clarity or uncertainty regarding the goals of the organization or not feeling valued or heard. Promoting communication and a positive work environment including encouraging growth also improves the performance of the employee. Therefore, it is important to identify the reason behind the lack of their performance in order for it to improve.

The Theoretical Framework of Regret

Emotions are a result of neurophysiological changes. they are mental states which are variously associated with behavioral responses, displeasure or pleasure, feelings, and thoughts. American psychological association defines emotions as a pattern of complex reactions involving behavioral physiological, and experiential elements. Emotions are how a person deals with or responds to situations or circumstances.

The procedural aspect of any emotion requires three components: subjective experiences, physiological responses, and behavioural responses. An experience leads to certain physiological responses in the biological mechanisms of our body which include our autonomic nervous system regulating our fight-and-flight response that affects our moods and simultaneously affects our behaviors.

There are two types of emotions:
1. Positive emotions which are pleasurable in nature
2. Negative emotions are non-pleasurable or are difficult to experience.

Regret is a negative emotion. One experiences regret when the outcome of a decision is worse than that of the outcome of the option. When the decision brings unfavorable results, a person is said to regret that decision. It can be defined as sorrow or disappointment due to an action or inaction. The extent to which one feels regret also depends upon how much the action was justified, which is related to a perceived opportunity. According to Zeelenberg, regret is a cognitive-based negative emotion that we experience when imagining or realizing that our present situation must have been better, if had been decided differently. Regret arises out of remembrance of a particular incident and wishes for the outcome to have come differently. It also arises when one feels to change a previously made decision concerning any circumstance or situation concerning our life's domains.

Regret regulation refers to strategies that people use to keep the psychological effect of regret in check. It is implemented based on the current instrumentality and accessibility of the current overachieving goal. They can be decision focused (related to the decision we took), alternative focused (regarding not choosing the alternative choice), or feeling-focused (more emotional in nature).

Decision-making is the cognitive process that refers to selecting a course of action in order to solve a problem or a situation. It is the process of identifying the problem or the circumstance present and assessing the alternate resolutions by gathering information, and indulging in processes such as brainstorming and critical thinking in order to find the best possible course of action which will also be beneficial in the future. The decisions we make in our daily lives influence our future including some of the major and minor decisions. The decisions might be with respect to our career, choosing a partner, or daily life decisions such as what to do in your leisure time, all of these decisions influence our lives and our future. Regret as we speak is highly associated with the decisions we make. decision made on impulse or without thinking leads to regret. there are many theories as we speak that justify the fact that making a decision or simply refusing to make a decision led to regret and is associated with higher regret intensity.

Over time, much research is done to understand regret as an emotion, including many theories concerning regret's nature. The most widely known theories of regret include:
1. The temporal theory of regret states that one faces regret due to an action or inaction. In this respect, time plays a vital role, which is the longer the time since the decision the greater will be the difference between in-action and action regrets with actions resulting in higher regret intensity.
2. Decision justification theory states that greater explicit justification and consistency of the individual's life's rules (principles) is associated with lower regret intensity and vice versa.

3. Belonging theory of regret states starts greater regret is associated with social domains than regrets in non-social domains.
4. Regret aversion theory which occurs when one decides in order to avoid regretting and alternate decisions in the future.

Role of Knowledge and Interest in Commitment and Regret
Knowledge refers to being aware or familiar with the facts skill data or information. It is gained by experience or association. It includes concepts like arts, science, techniques, and other practical aspects in order to understand an object a concept a skill, or any other information. It is acquired through learning thinking observation and experience.

Interest is referred to as an effect towards a particular topic or an object, a psychological state of attention, or slash and an enduring predisposition to being engaged in that particular moment actively. It is a subjective attitude that motivates the person to perform a task that gives them a sense of pleasure and satisfaction. In simpler language, we can define interest as activities that a person likes to do or the kind of knowledge he or she likes to know about. Both knowledge and interest play of vital role in organizational commitment and behaviour as when an employee has complete knowledge of his or her field or a particular situation then they are more lightly to perform efficiently and develop their skills sufficiently as required by the organization. In the decision-making process, if the employee has complete knowledge regarding the knowledge requirements to make that decision, it will be easier for them to make that decision which they are less likely to regret. Also, if a person has an interest in the work they are doing or the goal they are working towards then they are more likely to be more engaged, and willing to gain more knowledge which will automatically do the same.

Knowledge is the ultimate source to make decisions efficiently and having fruitful outcomes. On the other hand, if a person has no knowledge regarding a particular aspect on which they have to take the decision, then it will be difficult for them which in turn will increase the possibility of regretting that decision in the future. The same case will be there with respect to interest. If a person has no interest in the work that they're doing or in the goal that they are trying to achieve, then it will be more likely for them to regret being engaged in the task first- hand. Being regretful will ultimately affect their commitment to their organization.

Organizational commitment scale
The organizational commitment scale developed by Upinder Dhar, Prashant Mishra, and DK Shrivastava in 2008 is an eight-item self-administered questionnaire used for research and survey purposes or for population comparison. Its primary use is to work on larger groups and screen out individuals with very low organizational commitment. It acts as a quick measure for experimental and counseling purposes to measure the organizational commitment of an individual. All of the items are closely scrutinized with the help of professionals and executives from different organizations and academic experts in behavioral areas. The reliability of the questionnaire was assessed by a split-half reliability coefficient which came out to be 0.6078. The validity of the questionnaire was assessed in two factors which included concern for the organization and identification with an organization with 30.2% and 16.8% of the total variance. This questionnaire has an age range of 22 to 55 years. It includes a five-item Likert scale from strongly agree to strongly disagree.

Decision Regret scale

The decision regret scale is a five-item questionnaire developed by O'Connor (1996). It is used to measure remorse or distress after a decision. It follows a five-item Likert scale where items 2 and 4 are reverse-coded. Even though the test-retest reliability is not known but the scale correlates with the decision, decision conflict, and the overall rated quality of life with - 0.40 to -0.60, 0.31 to 0.52, and -0.252 to -0.27 respectively.

Individual work performance questionnaire

It is a 27-item questionnaire, a self-administered psychological assessment for employees working in an organization. It measures the overall employee performance based on three dimensions which include:

1. Task performance: This measures the employee's ability to meet deadlines and complete the tasks assigned to them. It consists of 7 items in the questionnaire.
2. Contextual performance: This refers to the employee's contribution keeping in mind the social and psychological aspects such as relationships and mental health. It also includes the values beliefs and morale of the company.
3. Counterproductive behaviour refers to the undesired behaviour done by the employee which is considered or deemed immoral or bad by the organization. It also goes against the interdisciplinary policy of the organization and the basic disciplinary guidelines deemed fit for the employee.

Objective

To assess the correlation between Organizational Commitment with employee performance and regret with respect to joining the organization.

Rationale of the Study

There are major decisions that we take in our lives regarding our careers or the field we want to get into. When one enrolls themselves into a corporate setup, they should be ready for all types of barriers.

Sometimes, while making the decision to get enrolled in an organization, individuals are unclear about the type of field they want to get into which leads them into regretting the decision regarding joining the organization. This kind of regret may arise from other factors as well such as the barriers that one person might face. While having regret a person can still choose to be committed to the organization due to factors like debt, gratitude, pay, compulsion, etc. Even though the above-mentioned and related factors do play a role but still there is some effect with respect to commitment or performance.

In order to prove, the hypotheses that this research follows include:

1) There is a positive correlation between Organizational commitment and employee performance (more the commitment better the performance and vice-a-versa)
2) There is a negative correlation between Organizational commitment and regret. (More regret, less commitment, and vice-a-versa)

Plan of the Study

The plan of the study is to determine the correlations of organizational commitment with two aspects which are employee performance and regret. In order to determine the same three used to access the participants on the three required domains. Tools used included the organization commitment scale by Upendra Dhar, Prashant Mishra, and DK Shrivastava (2008), the Decision regret scale by O'Connor (1996), and the 27-item individual work

performance questionnaire assessing the three types of performance which include contextual performance, task performance, and counterproductive behaviour. The size of the population was a hundred and the questionnaires were filled out by personally visiting the participants. The data is collected and scored. Product moment correlation is used in order to determine the correlations between organizational commitment with employee performance and regret.

Methodological Issues
- The population used in this research are people working in Delhi NCR, which includes Delhi, New Delhi, Noida, and Gurugram only, and are limited to the same.
- A sample size of employed people ranging from 22-55 years working/employed/ hired by an organization.
- It is difficult to gain participants because the organizations do not allow their employees to participate in research due to the name of the organization and the policies and regulations of the same.
- Lack of research specifically with respect to regret and organizational commitment.
- There are only two correlations hypothesized, that is between organizational commitment and employee performance, and organizational commitment and regret. The correlation between employee performance and regret is not undertaken in this study.
- The employee performance is taken into account only considered task performance and contextual performance and not counterproductive behaviour.

Limitations
- The population is only limited to the population of people working and residing in Delhi NCR (Delhi, New Delhi, Noida, and Gurugram)
- The hypotheses only focus on the relationship between Organizational commitment and regret and organizational commitment and employee performance.
- The exact extent of the correlation is not depicted in qualitative terms but rather just an idea of what it can be by looking at the quantitative value of the correlation determined by statistical analysis.
- The employees are from different areas of the organization, and not one specific area.
- The aspect of counterproductive behaviour which is a part of the individual work performance questionnaire domain is not included in the study. Only task and contextual performance are included.

REVIEW OF LITERATURE
1. Wong and Kwong (2007) research about the escalation of commitment and the role which anticipated regret in the same place. The study was divided into two studies, each divided into two sub-studies. The first study used 123 participants and 120 participants. The first we're assigned to one of the four conditions presented as a result of 2 participant factors which were personal responsibility and regret possibility, and the second part was about determining the measures of anticipated regret. This concluded that there is a positive relationship between the escalation of commitment and anticipated regret about withdrawal from the organization. It's suggested that when one has a more possibility of regret about withdrawal, they are more inclined to support or continue with a losing course of action. For the second study 216 participants and 120 professional teachers were the sample size of the case study this concluded that anticipated regret plays a major factor when people make

decisions under estimation situations. If anticipated that the regret about withdrawal will increase, then the exhibit has a stronger escalation tendency.

2. Zeelenberg and Pieters (2008) developed a theory of regret regulation 1.0 which distinguished regret from related emotions. It was qualitative research where the theory conceptualized ten distant propositions on regret which in turn acknowledged the functional nature and the pragmatic approach that helps us understand regret in a more productive manner. According to the theory regret and the result from an inaction or action can be experienced in past and future decisions also known as retrospective and prospective decisions. They also said that regret cannot be identified as a unified construct, but rather can be identified and understood at multiple levels and contexts. They concluded three types of regrets in the decision-making process namely option regret, process regret, and outcome regret. Process regret includes the failure to gather complete information in all respects before making a decision. It involves feelings of self-blame for a decision process that is not justified. Option regret includes regret about making the alternate decision. Last but not least outcome regret is kind of a comparative evaluation where one feels that the current outcome is poorer or worse than the counter outcome which could have resulted.

3. Ku, and Gillian (2008) researched and investigated how there is a rise or an escalation in commitment when one goes to different situations while hypothesizing that post the escalation or the rise of regret reduces the escalation. This research was divided into two experiments. In the first experiment, the participants were made to engage in an escalation task developed by Rubin and Brockner, which allowed them to earn money by working on an anagram task. Due to working for too long, they were indicated escalation and financial losses which led to the fact that individuals learn to de- escalate their commitment to the organization after experiencing post-rise or post- escalation regret. The second task was done in order to increase the prophet which further decreased the regret. These two experiments concluded the study, and the hypothesis was proven.

4. Guchait and Cho (2010) investigated the impact of human resource management practices on the aspect of intention to leave while examining the mediating effect of organizational commitment on the relationship between the same organization in India. The sample size was 183 employees of a service company. Hierarchical and multiple linear regression techniques and analysis were used to test the hypotheses. This concluded that human resource management practices not only lower the employee's intention to leave but are also partially mediated by organizational commitment while promoting a work environment friendly for all employees.

5. Schwarz et al (2013) aimed to explain the impact of regret and institutional change and persistence. It explains how regret forges an understanding of change and persistence in the form of an organization's change capacity and continuity through institutional conformity. It is a qualitative study demonstrating regret as an explanation of divergent organization responses that occur in an institutional context. It was done so by articulating a framework modeling how one's regret influences their behavior towards institutional pressures.

6. Fu l, W. and Deshpande, SP. (2013) examined the indirect and direct relationships between job satisfaction carrying climate organizational commitment on the job performance of 476 employees of a Chinese insurance company. They used structural equation modeling to examine the effects. The modeling signified that the caring climate aspect had an indirect impact on organizational commitment where jobs at this function

played a mediating role. Both job satisfaction and organizational commitment played a mediating role in job performance. It was also signified that job satisfaction had a significant direct impact on the organizational commitment which intern had a direct impact on job performance and therefore, job satisfaction had an indirect impact on job performance.

7. Ikhlas, A., et al (2014) study to investigate the relation between organizational commitment {measured by the three key components continuance (maintenance), affective (emotional), and normative commitment} and measurements of employee engagement (organizational and job engagement). The sample size was of 336 frontline employees of banks in Jordan. The results contributed to the fact that frontline employees who have high organization and job engagement have a high level of normative and affective commitment. The study field the gaps in the literature on employee's commitment, the impact of organizational performance, and engagement. It also contributed to the fact that engagement can also affect continuance commitment.

8. Islam and Alam (2014) studied the factors influencing the intention to quit in selected sectors of Bangladesh. It was a quantitative study, and the primary data was collected through questionnaires. The questionnaires were distributed to 110 participants but only 85 of them responded. By looking at the results, six factors were developed consisting of different variables. They included empowerment, satisfactory job conditions and organizational support, and growth, nature of the job and updated training, sound administration, fulfillment of one's organization's image job expectations, and pay and environment, and scope of personal development.

9. Suryani (2018) studied the factors affecting organizational commitment using the literature view method. It is termed into two perspectives: employer and employee perspective. While looking at the employer's point, it includes job control, role ambiguity, career advancement, positive team experience, performance appraisal, and job insecurity. On the other hand, while looking at the employee's point includes aspects like age and tenure in an organization, organizational culture, locus of control, employee engagement, job satisfaction, and task self-efficacy.

10. Kumar, R. et al (2019) studied regret in business areas in respect to the development of new product projects and how anticipated regret place a role in it including the escalation of commitment to failing. In order to address the failing course of action he used anticipated regret theory in order to develop a model and analyse it to demonstrate how emotions can lead to decisions that intern can lead to feelings and NPD projects in business to business. They used the two countervailing types of anticipated regret which kept drop regret and regret, and made 280 subjects complete an NPD decision-making exercise and which many aspects were examined. The result suggested that dropping and keep regret plays a significant role in commitment to failing a course of action and reducing commitment, respectively. The second part of the study which was the qualitative study suggested anticipated drop regret to be a more serious problem than anticipated keep regret supporting the quantitative study which was done by interviewing 20 experienced and PD professionals who operated in areas related to high technology.

11. Budjanovcanin et al (2019) explode the concept of career regret and examined processes that lead to its rise including social comparison, career satisfaction, and social influences on career choices, including its association with the intention to quit and organizational commitment. the sample size was of 559 British cardiac physiologists. the data was

collected through an online survey and structural equation modeling. the result contributed to the fact that factors like social influences and social comparison are associated with career regret as people compete with each other and value their own social and personal worth by observing how they compare to others, which also includes getting influenced by the social environment in form of aspects such as familial or peer pressure. associations between career regret organizational commitment and intention to quit were also found and the form of indirect and direct relationships where more the career regret lesser the commitment and more the intention to quit.

12. Wika and Andreas (2019) research the effect of job enrichment, working environment self-development processes, to organizational commitment, and employee engagement, including the intention to quit in different professions. The sample size was 154 workers who have been working for minimum 2 years of time duration. To determine the relationships, the data was collected in the form of questionnaires through online or offline mode. The findings of the research concluded that organizational commitment and intention to quit are positively affected through job enrichment and employee performance whereas employee performance and intention to quit are negatively affected by each other. There was a third conclusion where employee engagement has no moderation on job enrichment, intention to quit, or commitment.

13. Widiastuti, F. et al (2019) researched how remuneration which is the pay or wages an employee gets in exchange for the work they do in an organization, plays a mediating role in Organizational commitment which influences job performance. The sample size was 164 civil servants at the University of Jambi. The primary data was collected by using questionnaires. The tools used for the analysis were in the form of a partial least square. the research concluded that employee commitment had a greater influence on work performance if the whole scenario was mediated by remuneration rather than without the remuneration part. This in turn concluded that remuneration plays a major role as a mediator in employee commitment which improves employee involvement and work performance.

14. Nam NGUYEN, H., et al (2020) examined the indirect and direct impacts of organizational commitment on the motivation of employees through the two mediating factors which are knowledge sharing and opportunistic behaviour. The study was done in A Vietnamese enterprise with 636 employees. The study was quantitative in nature and took the help of structural equation modelling analysis. This study concluded that organizational commitment and normative commitment and indirect and direct impacts on employee motivation through the two mediating factors mentioned above including no direct but indirect impact of affective commitment on employee motivation. Also, continuance commitment has both direct and indirect impacts but in matters related to indirect impacts only the factor of opportunistic behaviour plays a role as a negative impact on the knowledge sharing of employees.

15. Loan, L. (2020) studied how organizational commitment influenced the job performance of an employee while keeping in mind the mediating role of job satisfaction. the research was done based on 4 hypotheses in which three of which focused on the positive impacts on each other while the fourth one included the mediating role of job satisfaction. The sample size included 547 employees in a Vietnamese enterprise where they were surveyed using two questionnaires which included the Organization Commitment Scale by Allen and Meyer and three items of job performance by Heilmen. The results supported the hypothesis which concluded that organizational commitment had positive impacts on job performance and job

satisfaction while job satisfaction had a positive impact on employee performance when the organizational commitment was controlled. When job satisfaction was included in the model to analyze the effect of the relation of the same the strength of the relationship between organizational commitment and job performance was reduced which signified the importance of job satisfaction between the two respects. This finalized that improving job satisfaction enhances organizational commitment which thereby increases job performance.

16. NGUYEN, Hoai, et al (2020) investigator unworked upon opportunistic behaviour and knowledge sharing as mediating factors with respect to the impact of organizational commitment on employee motivation. This was a quantitative study, and a structural modelling equation was used in order to determine the research. The sample size used for 636 employees of a Vietnamese enterprise. The results concluded that normative commitment had both an indirect and a direct impact on employee motivation through opportunistic behaviour and knowledge sharing as mediating factors, on the other hand, continuous commitment even though had both direct and indirect impacts but only had an indirect impact on employee motivation through opportunistic behaviour. It was also concluded that knowledge sharing is negatively impacted by opportunistic behaviour.

17. NGUYEN, T.V.N, et al (2020) research different types of factors that affect an employee's organizational commitment in enterprises related to foreign direct investment. Data was collected from 300 and 12 employees. Four scales were used including that of leadership style by Bass and Avoho 2004, work performance by Dinc 2017, job satisfaction by Liu and Bellibas 2018, and organizational commitment by Rajabi et al in 2019. To analyze the data Cronbach's Alpha and exploratory factor analysis was used to test the consistency and reliability of each variable. Confirmatory factor analysis was used to show the aspects of the model. Structural equation modeling was used to test the hypothesis. The boost strapping method was used to estimate the mediating roles in the study. This concluded that organizational commitment is strongly affected by leadership style through working performance, which is an indirect effect, followed by job satisfaction and working performance which are in turn affected by leadership style as well.

18. Howard and Smith (2020) studied employee regret and disappointment. This research had 5 hypotheses. First, disappointment and regret have positive relations with avoidance motivation, on the other hand, it is only disappointment that negatively correlates with approach motivation. Jobs satisfaction, organizational citizenship behavior, and the voice of the employees have stronger negative relations, and work withdrawal and turnover intentions have stronger positive relations, with disappointment rather than regret. The hypothesis also included that avoidance motivation acts as a mediator between regret outcomes whereas both avoidance and approach motivation act as a mediator between disappointment and outcomes. On a sample size of 48 participants, a 10 items survey was administered where they were asked to estimate the level to which they felt these two emotions which were regret and disappointment. They were asked about the most recent and the extent that they felt the two emotions at work. The study concluded that regret and disappointment have distinct effects on employee outcomes and mediating effects of different types of motivations which were approach and avoidance in this study. All five hypotheses were province through except for the one predicting relations of organizational citizenship behaviors with regret and disappointment

19. Ridwan et al (2020) studied how to improve employee performance through perceived organizational commitment, organizational citizenship behaviour, and organizational support. The sample size was 241 people at a private University in west Sumatra out of

which 30 people were used as research instruments, and the remaining 211 for further research. It was explanatory research that included primary and secondary data, out of which the primary data was obtained through the distribution of questionnaires directly. After the collection, the data was then analyzed by path analysis technique which is a linear regression analysis used to analyze patterns of relationships. The results indicated influences of support, commitment, and behaviour on the performance of employees in respect to the organization.

20. Silaban, RL., et al (2021) researched the effect of competency, career development, and workload on employee performance with organizational commitment as the intervening variable. This study was conducted online mode using a questionnaire survey method. The research concluded that workload, competence, and career development had negative, positive, and no effects on organizational commitment and employee performance, respectively. It was also finalized that organizational commitment mediated the effect of competence and workload but not career development on employee performance. Though career development had no effect on organizational commitment, it did have a significant effect on employee performance.

21. Maria, S., et al (2021) investigated the effect of self-efficacy on Organizational commitment and employee performance and simultaneously the effect of organizational commitment upon employee performance. The study was conducted on 100 informants of a culture and tourism province of Indonesia through a survey using questionnaires to obtain primary data. The sampling technique which was used included structural equation modeling - partial least square. The results concluded that self-efficacy indeed has a significant effect on employee performance and Organizational commitment and both employee performance and organizational commitment were closely correlated where organizational commitment impacted employee performance.

22. Setyorini, T., et al (2022) studied the role of organizational culture and commitment towards job performance by taking into account lectures performance in Indonesia. This research was quantitative research which had an explanatory approach. The assessment tools used were the of Organizational Commitment Scale by Allen and Meyer and Organizational Culture scale by Robbins and Judge. The sample size was 178 lecturers. data analysis was done by using structural equation modeling. The results concluded that organizational culture had a direct influence on lecturer performance and organizational commitment had an indirect influence on lecturers' performance. Both were mediated by Organizational Citizenship Behaviour which refers to an individual's voluntary commitment within the company or an organization that is not a part of their contractual aspect, has an important significance as a situational factor that can improve the performance of an individual.

23. Huang, MJ., et al (2022) research the relationship between entrepreneurial persistence, anticipated regret, and entrepreneurial cognition. By keeping in mind, the entrepreneurial cognition theory and regret regulation theory, he surveyed 248 entrepreneurs who were supported by a project called Xing Chuang Tian Di, to support the hypothesis which was that anticipated regret has a positive effect on entrepreneurial persistence, cognition willingness, preparation script, and ability script. They predicted that entrepreneurial cognition and environment act as a mediating role between entrepreneurial persistence behavior and anticipated regret. They used four questionnaires. Anticipated regret was measured by a three items scale which included questions related to frustration, anxiousness, and regret. Entrepreneurial cognition was measured with an 18 items classification scale by

Mitchell et al (2002) out of which five items were used for the preparation script. Entrepreneurial persistence was measured by the 6 items scale by Baum et al 2001 and the environment was measured through a five items scale proposed by Liu 2011. The hierarchical regression method was used which proved direct and indirect relationships between the hypotheses which were proven true.

24. Ergun (2022) researched to determine the effect of work-related quality of life and career decision regret on organizational commitment. the sample size used was of6 participants who were teachers working in schools. the instruments used to collect primary data included The Work-Related Quality of Life Scale by Akar and Ustuner, The Organizational Commitment Scale by Penley and Gould, and The Career Decision Regret Scale by Brehaut. the finding suggested that only career satisfaction and job predicted calculative commitment which meant that hope in terms of opportunities may also lead a person to stay in the existing organization without commitment. By applying linear multiple regression there was 50% of the total variance that career decision regret and work-life quality predicted the extent of moral commitment. It was concluded that career decision regret and sub-dimensions of work-life quality, job control, career satisfaction, and general well-being perception, had a negative association, and a positive effect on moral commitment, respectively.

25. Rifin and Danaee (2022) researched in the era of Covid 19 pandemic, determining the association between job artist action burnout and intention to leave among medical researchers in a particular research organization in Malaysia. The sample size was 149 researchers. The questionnaire was divided to force actions which included the socio-demographics, the Minnesota satisfaction questionnaire (20-item scale), the Oldenburg burnout inventory (16 positive and negative formulated items), and the Michigan organizational assessment questionnaire (three-item scale). Chi-square, Spearmen, or Pearson correlation coefficients were used. It was found that nearly 1/3 of the participants wanted to leave the organization where burnout and job satisfaction were the factors identified as major predictors for the same. Burnout and intent to leave had a positive relationship whereas job satisfaction had a negative relationship with the intention to leave.

26. Chen et al (2022) studied the enhancement of employee safety behavior by examining the role of anticipated regret in workplace safety behavior and the contextuality of organizational ethical climate. The sample size of the study was two different groups which included 149 employees and 31 immediate supervisors. It was a quantitative study and used skills and questionnaires in order to determine the findings. It was a correlational study where anticipated regret was found to be significantly correlated to safety participation and safety compliance while both being negatively correlated to an egoistic ethical climate. On the other hand, a benevolent ethical climate had a positive correlation with only safety participation and not safety compliance. All and all, it was found that both ethical climates play a moderate role between safety participation and anticipated regret, on the other hand, the three ethical climates did not play a significant role in the relationship between safety compliance and anticipated regret.

27. Sokolov (2023) studied the concept behind the sociology of regret. this reviewed the social psychology and economics findings that mentioned regret's significant and important role in human decision-making. it also suggested a regret-based interpretation calling attention to institutional and cultural framings of regret arousing events. it concluded that anticipated regret is responsible for commitment to a chosen Life course or the sudden

changes in it. It also explains instrumental and moral regret playing a role in commitment to a decision and being doubtful about the decision.

METHODOLOGY

Research Design
Broadly it was quantitative research but mainly correlational research that aimed to correlate organizational commitment with employee performance and regret. The technique sued for collecting data was done through a selected sampling method where questionnaires were distributed to the participants. The form consisted of three questionnaires that assessed the participant in three domains which were organizational commitment, employee performance, and regret.

Sample
The sample size was one hundred participants where fifty were males and fifty were females. The age range of the participants was 22 to 55 years. It included individuals who were either employed or hired by a company/organization.

Instruments Used
The measuring tools included the organization commitment scale by Upendra Dhar, Prashant Mishra, and DK Shrivastava (2008), the Decision regret scale by O'Connor (1996), and the twenty-seven-item individual work performance questionnaire assessing the three types of performance which include contextual performance, task performance, and counterproductive behaviour.

Procedure
The questionnaires were distributed through a selected sampling method. Each participant was briefed on the purpose of the research and the questionnaire and their consent for participating in the research was taken. After the conduction, the scoring was done for each domain which were organizational commitment, employee performance, and regret. The scores were formula.

Ethics
- Confidentiality was maintained.
- Informed consent was taken.
- Results were communicated to those who asked.
- They were informed about their right to participate.
- They were informed about their right to withdraw at any moment, in case they felt uncomfortable, or simply did not want to go forward with the research.
- Their questions, doubts, and queries were attended to efficiently.

RESULT AND DATA ANALYSIS

Data Analysis
1) Demographic analysis according to age
Table 4.1 demonstrates the segregation of data according to the age of participants whereas Figure 4.1 demonstrates the data in a graphical form. The forms were distributed through a selected sampling of people who were employed or hired in an organization. The age range was between 22-55 years divided into three categories ranging from 22-33, 33-44, and 44-55. The highest age range in this study is between 22-33 years.

Table 4.1

| S.no	Age Groups	Frequency of people
1	22-33	49
2	33-44	34
3	44-55	17
Total		100

Figure 4.1

2) Demographic analysis according to gender

Table 4.2 demonstrates the categorization of gender and Figure 4.2 which demonstrates the graphical representation of the same in which we can see that the number of males and females were equal in number that is 50 males and 50 females.

Table 4.2

| S.no	Gender	Frequency of people
1	Males	50
2	Females	50
Total	-	100

Figure 4.2
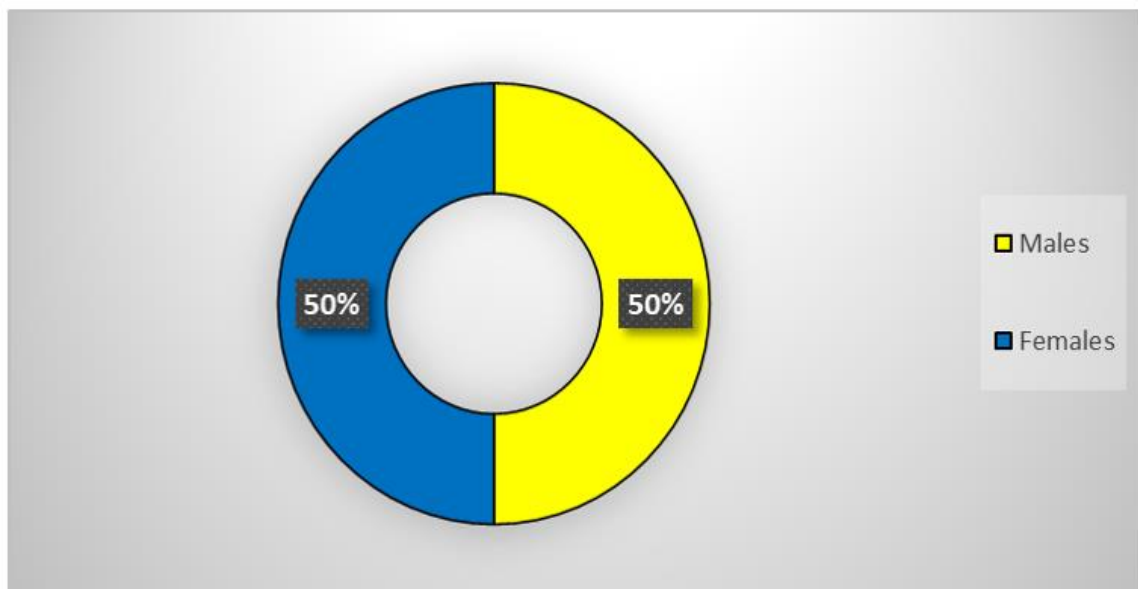
3) Demographic analysis according to the area of the organization
Table 4.3 demonstrates the different areas of the organizations where the participants work whereas Figure 4.3 demonstrates the same in a graphical form. The areas involved include of sales and marketing, education, real estate, intellectual properties, human resource, Automobile inspections, finance, technology, and protection services.

Table 4.3

| Sno.	Areas of organizations	Frequency
1	Sales and Marketing	15
2	Education	22
3	Real estate	9
4	Human Resource	2
5	Intellectual properties	33
6	Automobile inspection	3
7	Finance	3
8	Protection services	12
9	Technology	1
Total		100

Figure 4.3
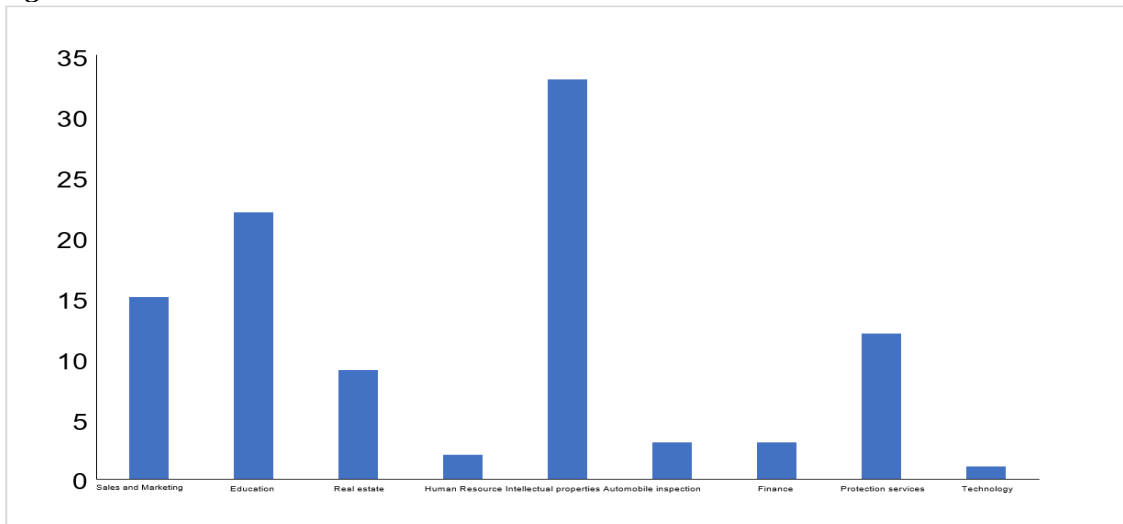
4) Data analysis according to the years, the population has denoted to their organization.
Table 4.4 portrays the data of the years the participating population has denoted to their organization whereas Figure 4.4 demonstrates the same.

Table 4.4

Sno.	Years	Frequency of participants
1	0-5	43
2	5-10	28
3	10-15	19
4	15-20	4
5	20-25	4
6	25-30	2
Total		100

Figure 4.4
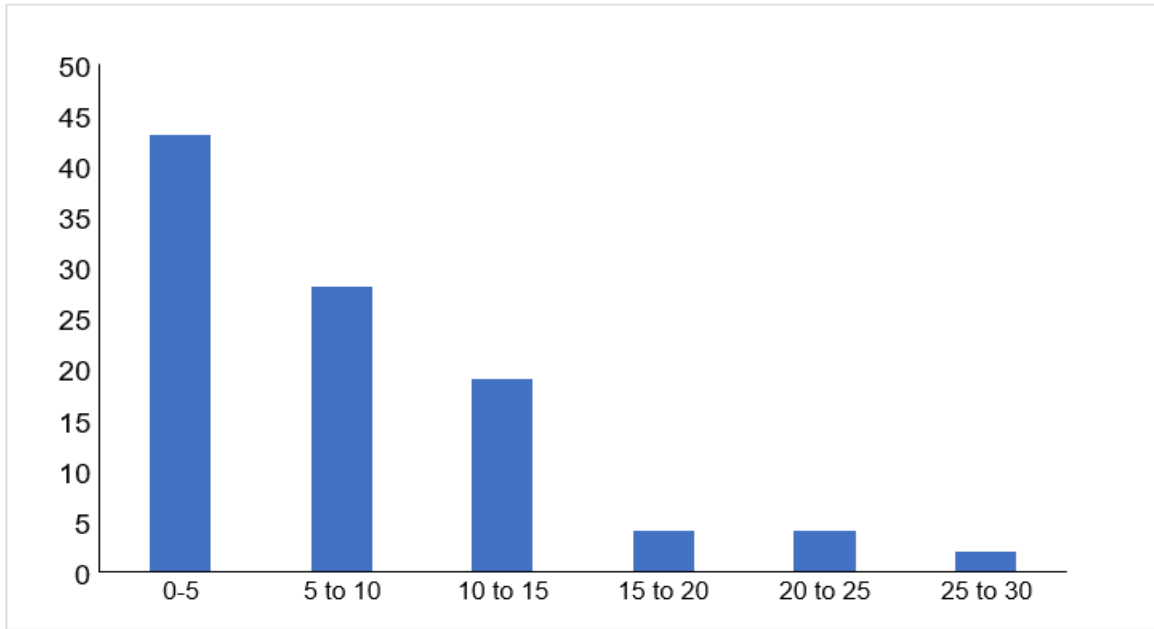
RESULT AND DATA INTERPRETATION

1) Descriptive analysis

Table 4.5

Mean	30.49
Standard Error	0.478105478
Standard Deviation	4.781054784
Mode	31
Median	31
Sample Variance	22.85848485

Table 4.6

Mean	52.72
Standard Error	1.429846
Standard Deviation	14.29846
Mode	63
Median	54.5
Sample Variance	204.4461

Table 4.7

Mean	9.42
Standard Error	0.346103828
Standard Deviation	3.443689612
Mode	10
Median	9
Sample Variance	11.85899814

Tables 4.5, 4.6, and 4.7 shows the summary of the descriptive analysis of the hundred scores of organizational commitment, employee performance (task performance and contextual performance), and regret, respectively.

Table 4.8

	OC	*EP*
OC	1	
EP	0.572226	1

In Table 4.8, OC depicts organizational commitment and EP depicts employee performance. The correlation between the scores obtained of organizational commitment and employee performance comes out to be 0.57, up to two decimal places, depicting a positive correlation.

Table 4.9

	OC	*R*
OC	1	
R	-0.4325	1

In Table 4.9, OC depicts organizational commitment and R depicts regret. The correlation between the scores obtained of organizational commitment and regret comes out to be -0.43, up to two decimal places, depicting a negative correlation.

DISCUSSION, CONCLUSION, AND FUTURE IMPLICATIONS

Organizational commitment refers to the loyalty one has toward the organization. It refers to the level of engagement, care, and dedication one has internally for their workplace aka the organization. This commitment can be influenced by feelings of regret. When one faces regret regarding the career choice or with respect to joining the organization, it can deteriorate one's commitment to that organization. This commitment can, in turn, influence the performance of the employee which comprises two types of performance which includes task and contextual performance where the first refers to the performance of an individual with respect to an assignment, project, or task given to the employee, and the latter refers to the psychological and social performance of the employee which includes social relationships and views and opinions of the employee and their effort in supporting the values and beliefs of the company and supporting the morale of the same. The performance also includes counterproductive behaviour which can be termed as indiscipline or behaviour which goes against the organization. Though in this research only task performance and contextual performance were taken into account, it was observed that there was a significant extent of counterproductive behaviour in the education sector and marketing sector and the least in the legal sector.

This quantitative study/research was conducted on one hundred participants (fifty males and fifty females) between the age range of twenty-two to fifty-five years of age, where the people were either employed/hired by an organization or a company. The areas of organizations included the marketing sector, legal sector, technological sector, automobile sector, human resource sector, finance sector, protection services sector (including child protection), real estate sector, and education sector. The name of the company and the participants remained anonymous because of the regulations and policies in the organization which are kept with respect to participating in public research. The data was collected through questionnaires. The measuring tools included the organization commitment scale by Upendra Dhar, Prashant Mishra, and DK Shrivastava (2008), the Decision regret scale by O'Connor (1996), and the 27-item individual work performance questionnaire assessing the three types of performance which include task performance contextual performance and counterproductive behaviour.

Organizational Commitment, Employee Performance, and Regret: A Correlational Study

This research focused on the corporate setup and the relationship between the company/organization and the employee where it aimed to conclude the correlation and descriptive analysis of organizational commitment, employee performance, and regret. The research aimed to prove the two hypotheses which pointed towards the positive and negative correlations of organizational commitment with employee performance and regret which came out to be 0.57 and -0.43 respectively up to two decimal places. This concluded the positive and negative correlation of the hypothesis which meant that the more committed the person is to their organization, the better their performance will be, and that the more commitment an employee has to their organization, the lesser the regret they will face in respect to joining the organization or other matters related to the organization as well. It was also observed that there is less amount of research signifying the relationship between organizational commitment and regret in general and there is almost no research done even remotely from 2014 to 2019 in this respect.

This research also investigated the external, internal, and other miscellaneous factors that affect these three components, affecting the correlation between Organizational commitment, and employee performance and regret which pointed out the roles of job satisfaction, job dissatisfaction, remuneration, wages, and salaries, and other psychological aspects such as debt, gratitude aka forced commitment. Aspects like knowledge and interest were concluded to be contributors to job satisfaction which in turn refers to how much a person likes working in the organization and if he/she feels what they're getting is enough or not. This factor also contributes to an individual's commitment which in turn affects their overall performance within the organization. This can also include remuneration/salaries/wages/pay that one's given according to the services they provide or their position. Being compared to other employees and other stressors and pressures such as that of social influences can give rise to regret concerning joining the organization, provoking their intention to quit, and can lead to a decrease in organizational commitment and employee performance. If there is regret present, then people are even less likely to improve their performance even if told multiple times by the supervisor. This led us to another discovery that the leadership style adopted by the supervisor also plays a major direct role in commitment and regret and indirect effect on the performance of an employee as well.

The concept of forced commitment also exists where people stay committed to the organization even if they have regret. They also perform well in the same scenario. This is due to monetary aspects and psychological aspects such as debt, gratitude, owing a favor, too much investment, or other negative reasons which may include blackmail and related aspects. Intention to questions.

Our personality also plays a role in whether or not we stay committed to the organization. This means that if the values and morale of our organization do not correlate with our beliefs, values, and core principles of our life, then there are major chances of us not being committed to the organization Aspects of our personality like self-efficacy, self-confidence, and self- regulation which is our belief in ourselves that we will be able to face or go through a difficult problem also plays direct and indirect roles in matters related to our commitment, regret, and performance.

All in all, we can conclude that regret plays a major role in organizational commitment and an indirect role in employee performance as through the conclusions made it was also concluded that organizational commitment affects employee performance and plays a drastic role in it.

Future Implications

There has been much research done signifying the correlation and relationship between organizational commitment and employee performance however there has been very little research signifying the relation and correlation between organizational commitment and regret which also includes the indirect relationship between employee performance and regret.

In this research it was observed that there were a few research done with respect to regret and organizational commitment however, most of the research was done in an indirect manner which was between intention to quit and organizational commitment. There was no research done between 2014 to 2019 portraying/studying/investigating relationships between organizational commitment and regret, not even a study remotely close to the same.

This topic needs to be researched more thoroughly, especially the psychological factors playing a role in organizational commitment and employee performance and not just negative emotions, or specifically the emotion of regret.

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