

**Research Article**

# Correlation Between Organizational Commitment and Employee Performance When Working from Home During the Covid-19 Pandemic

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**Abstract.** The aim of this study was to examine the correlation between organizational commitment and performance in employees working from home in Surabaya. A quantitative descriptive approach was used. 151 participants were recruited through purposive sampling. All participants were employees with work domiciles in Surabaya who worked from home during the Covid-19 pandemic. Data were collected using questionnaires. The performance instrument was compiled based on the theory of Bernardin & Russel which consists of six aspects namely: (i) quality; (ii) quantity; (iii) timeliness; (iv) cost effectiveness; (v) the need for supervision; and (vi) interpersonal impact. Meanwhile, the organizational commitment instrument was based on Mayer and Allen's theory which consists of three aspects, namely: (i) affective; (ii) continuance; (iii) normative. Data were analyzed using Pearson Correlation. The results indicated that there was a significant positive relationship between organizational commitment and the performance of employees in Surabaya who worked from home during the Covid-19 pandemic.

**Keywords:** organizational commitment; performance; employees; Covid-19

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**Dates**

Published 28 January 2022

Publishing services provided by Knowledge E

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Selection and Peer-review under the responsibility of the ICoPsy Conference Committee.

## 1. Introduction

Enforcement of Restrictions on Public Activities (Pemberlakuan Pembatasan Kegiatan Masyarakat/PPKM) is an effort made by the Government to suppress the high prevalence of Covid-19 transmission in Indonesia, under the Instruction of Minister of the Interior (Instruksi Menteri Dalam Negeri/INMENDAGRI) No. 15 of 2021 regarding the emergency scale PPKM. A new era for Indonesian people's life because of the PPKM implementation. Other than limiting community activities, the implementation of PPKM requires business leaders to apply work from home (WFH) policy for their employees [1]. It was proven by the Department of Labor and Population Resettlement Jakarta survey results where 3,964 company in Indonesia apply WFH policy.

The implementation of WFH forces employees to adapt to a very significant changes from their usual. Therefore, WFH employees need to adapt to the situation, so they can


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continue to carry out their work optimally [2]. According to the data above, it can be stated that WFH has a significant impact on employees' psychological condition and their work environment. These impacts can be either positive or negative impacts.

According to the Department of Labor and Population Resettlement Jakarta survey results, the positive impact from WFH according to the employees, they benefited in terms of time, evidenced shows that 40.5 percent of employees felt that their working time was more flexible. In addition to the positive impact, there are negative impacts felt by employees when WFH. These impacts are excessive worry, frustration, boredom, and negative stigma that can interfere the employees from doing their work optimally [3]. Another survey was conducted by the Asture Solution in Indonesia, the results showed that 60.1 percent of employees claims their workload increased and decreased their performance during WFH. This can be caused by the employees having a difficult time scheduling their time during WFH [4].

The negative impact substantially resulted on the decline in employees' performance productivity. It can be ascertained that employees cannot be optimal in carrying out their responsibilities. In another research, stated employees performance decreases during WFH due to communication difficulties, network problems, and employees feel more flexible in completing their work. It can be stated that WFH employees have tend to experience a decrease in performance productivity [5].

Performance is defined as the results achieved by individuals according to their roles in work [6]. Performance is also defined as an effort by the employees in completing their work [7]. Gibson's research stated there are 3 (three) factors affect performance, namely: (i) individual factors; (ii) psychological factors; (iii) organizational factors. Of the three factors, psychological factors have a significant role in influencing performance [5]. Mayer also stated one of the factor that can significantly affect performance is organizational commitment [8]. Organizational commitment is defined as the determination in employees to remain members of certain groups [9]. Organizational commitment can also be defined as a behavior reflecting employee loyalty towards the organization or where they work [10]. Organizational commitment has three aspects, namely affective, continuance and normative [7]. In addition, Luthans explains there are several factors that can influence organizational commitment, namely individual personal characteristics (psychological), organizational, and non-organizational.

Organizational commitment is one of the contributing psychological factors that influence employee performance[11]. This opinion is confirmed by research, which shows organizational commitment have positive relations to employee performance [12]. In addition, a research done by Saputra shows that organizational commitment has a

positive relation, has a significant effect, and can even improve employee performance [13].

Based on differences in objects, research locations, existing respondents, and phenomena that occur, the Researcher wants to research the description and correlation between Organizational Commitment and Employees Performance Who Apply Work from Home (WFH) during the Covid-19 Pandemic. The subject for this research is an employee who WFH at Surabaya. Surabaya was chosen as a subject for this research because it is an area with a level of WFH implementation up to 75 percent. This is because Surabaya has the second largest number of industries in Indonesia [14]. Therefore, many employees from various companies in Surabaya have implemented WFH during Covid-19 pandemic. The purpose of this research is to find description of performance and organizational commitment of WFH employees and determine the correlation between organizational commitment and employee performance in Surabaya who implemented work from home during the Covid-19 pandemic.

## 2. Literature Review

### 2.1. Employees Performance

Wibowo describes the performance as a process during further work on employees performance which is defined as an activity that has a close relationship with the organization's goals or group Armstrong & Baron [15]. Bernardin & Russel stated that performance could be influenced by variety of aspect that could determine the performance [16].

These aspects consist of: (i) quality or a process or an adjustment with an ideal way of carrying out activities that meet the expectation; (ii) Quantity is the amount produced, resulted through number of completed activity cycles; (iii) timeliness or timeliness is a level at which activities have been completed before deadline and maximize the time available for other activities; (iv) cost effectiveness is a level where company's resources usage in a form of human, financial, and technology is maximized to achieve highest results or reduce losses from each unique; (v) need for supervision or level in which an employee gets to do their work without asking for help or guidance from his superior; (vi) interpersonal impact or a level in which an employee feels confident, have good intentions, and works together among co-workers.

Steers concludes that three factors influence employees performance, such as: (i) ability, which affects organizational commitment through two dimension which are

potential and knowledge; (ii) motivation, or an encouragement within or outside the employees that evokes enthusiasm to complete work; (iii) personality in dealing with the performance of each individual is different, this is influenced by personality characteristics, including self-esteem, self-concept, and emotional intelligence The existence of good performance will ultimately have a positive impact on employees and the organization or company where they work[17].

## 2.2. Organizational Commitment

Mayer defined organizational commitment as a psychological construct that is a characteristic of the relationship between members of the organization and the related organization and influences an individual's decision to continue their membership in the organization. Individuals committed to the organization will have more opportunities to stay in the organization than members who are not. In addition, it is also referred to as a reflection of the individual as a member in identifying the related organization to its goals [8].

Mayer also stated there are three aspects in organizational commitment.

1. Affective aspect is a description of emotional attachment of member of the organization in identifying themselves and showing their involvement in the organization. The individuals who have high affective aspects will tend to have a close emotional attachment to the organization.
2. Continuance aspect shows awareness of the losses faced by organization members when leaving their role. Individuals who stay in an organization based on the continuance aspect can be because they have an interest with the organization.
3. Normative aspect is the feeling experienced by the employees regarding the obligations that must be given to the related company. These aspects make employees stay in an organization because they have an obligation to perform their duties.

According to Luthans, the factors that influence commitment are: (i) personal factors include age, gender, and position in organization, can affect organizational commitment; (ii) organizational factors include autonomy, work hours, challenges within work and challenges for which they are responsible within work; (iii) non organizational factors are factors from outside the organization that affect commitment, for example, there is a better job, which is considered to affect individual organizational commitment.

### 3. Method

This research uses quantitative descriptive correlation method, which is intended to determine the description and correlation between organizational commitment with employee performance who WFH. In this research, the employees who WFH in Surabaya is the population. The sample selection for this research used a non-probability model with purposive sampling technique [18]. The criteria are: (i) WFH employees; (ii) work base in Surabaya. Based on the data, it is known that the existing population is infinite, therefore the sample determination uses the Lemeshow equation to determine the number of respondent [19].

Based on Lemeshow equation, the minimum number of respondents obtained is 96. The data collection technique used in this research uses a questionnaire or a Likert model scale. The scale consists of organizational commitment and employee performance. The employee performance scale is based on aspects or dimensions of Bernardin & Russel's theory which consists of six aspects, namely: (i) quality; (ii) quantity; (iii) timeliness; (iv) cost effectiveness; (v) need for supervision; and (vi) interpersonal impact. The organizational commitment scale is based on aspects or dimensions of Mayer and Allen's theory which consists three aspects, namely: i) affective; ii) continuance; and (iii) normative.

To determine the accuracy of the instrument, a trial on 30 respondents was conducted. The trial was carried out to select items using the product-moment correlation equation and showed an  $r$  table of 0.381. On the performance scale, there are 3 items dropped and 21 items passed. Meanwhile, the organizational commitment scale, there are 3 items dropped and 9 items passed. To determine the consistency, the Cronbach-Alpha reliability tests was conducted. The results show that the reliability of the performance variable is 0.89 and the organizational commitment variable is 0.72. This proves all the variable is reliable.

This research obtained 151 respondents. Before testing the hypothesis, it is necessary to do the prerequisites test, that includes the normality test using the One-Sample Kolmogorov-Smirnov technique test and the linearity test. In the normality tests, the Asymptotic Significance is 0,200 ( $> 0,05$ ), which conclude that the variables are normally distributed. While the linearity test shows the deviation from linearity is 0,073 ( $> 0,05$ ), which conclude that the variable of organizational commitment is linear with the variable of performance.

In testing the hypothesis, the descriptive analysis was conducted aimed to describes the variables. While the correlational analysis was tested using simple correlation that

TABLE 1: Characteristics of research respondents.

Categories	Respond Alternative	Frequency
<b>Gender</b>	Male	66
	Female	85
<b>WFH Duration</b>	More than 5 months	151
	Less than 5 months	0
<b>Status</b>	Permanent employees	50
	Contract employees	101
<b>Age</b>	24-56 years old	151

TABLE 2: Descriptive test.

Variable	Empiric					Hypothetical				Categories
	N	Min	Max	M	SD	Min	Max	M	SD	
<b>Performance</b>	151	52	83	65,7	6,4	21	84	52,5	10,5	High
<b>Organizational Commitment</b>	151	17	36	25,8	3,1	9	36	22,5	4,5	High

aimed to determine the correlation between organizational commitment and WFH employee performance.

## 4. Result and Discussion

### 4.1. Result

Data collection obtained a detailed description of the characteristics of WFH employees during the Covid-19 pandemic. The characteristics of respondents in this research are as follows:

The table above shows that female employees dominate the overall respondents, and most respondents are contract employees. In addition, 151 respondents have also implemented WFH for more than 5 months.

Based on the table above, it is known that the empirical mean (M) performance variable is higher than the hypothetical mean, so it can be said that the performance employees is higher than predicted by the measuring instrument. In addition, the organizational commitment variable also found that the empirical means is higher than the hypothetical mean, so it can be said that the organizational commitment of WFH employees is higher than estimated by the measuring instrument.

After knowing the description of each variable. Specifically, there is a categorization of each respondent in this study which can be seen in the following table:

TABLE 3: Performance Score Category.

No	Equation	Range	Frequency	Categories
1	$X \leq M - 1,5SD$	21 - 37	0	Very Low
2	$M - 1,5SD < X \leq M$	38 - 53	2	Low
3	$M < X \leq M + 1,5SD$	54 - 68	105	High
4	$M + 1,5SD < X$	69 - 84	44	Very High
<b>Responden</b>			<b>151</b>	

TABLE 4: Organizational commitment score category.

No	Equation	Range	Frequency	Categories
1	$X \leq M - 1,5SD$	9 – 15	0	Very Low
2	$M - 1,5SD < X \leq M$	16 – 22	17	Low
3	$M < X \leq M + 1,5SD$	23 – 29	117	High
4	$M + 1,5SD < X$	30 – 36	17	Very High
<b>Jumlah Responden</b>			<b>151</b>	

Based on the table above, it can be seen that the performance of employees in the low category is 2 respondents, in the high category is 105 respondents, and in the very high category is 44 respondents. It can be concluded that WFH employee performance in Surabaya during Covid-19 pandemic is in the high category.

Based on the table above, it can be seen that from 151 respondents, there were 17 employees in the low organizational commitment category, 117 employees in the high organizational commitment category, and 17 employees in the very high category. It can be concluded that WFH employees in Surabaya during the Covid-19 pandemic is dominated by employees who have a high organizational commitment.

Based on the results of the correlation analysis of organizational commitment with employee performance variable, it can be seen in the table below:

The results of the correlation analysis on the organizational commitment variable with performance shows a correlation coefficient value of 0.410 with significance  $0,000 < 0,05$ . It can be concluded that there is a significant positive relationship. These results indicate the degree of relationship in the medium category between organizational commitment and employee performance.

TABLE 5: Correlation Test.

Variable Types	Correlation Coefficient	Sig	Description	Conclusion
<b>Organizational Commitment with Employee</b>	0,410	0,000	Sig < 0,05	Significant relationship positive

## 5. Discussion

The results of the descriptive analysis show that the performance of WFH employees dominate the high performance of employee category. The results from this research contradicts from Mungkasa survey that claims there is a decrease performance of a WFH employee. This could be due to differences in population and subjects in this research and the surveys conducted. In addition, this can also be caused by the respondent's status, which is dominated by contract employees. Employees with contract status have a desire to stay and gives strong performance because there is no guarantee that they will remain a member in the organization. This is in line with Lestari which states that contract employees will have a high-performance tendency [20].

Bernardin and Russel [16] state that performance has six aspects as mentioned below.

1. Quality aspect is the quality of work achieved based on the specified conformity requirements. WFH employees who have high-quality aspect can be seen based on their work. Work results can be used as a reference to show how well they are performing.
2. Quantity is the amount of work completed by individuals. WFH employees who have high work quality can complete many assignments in a day. They will work optimally to get the job done by using their flexible time when working at home.
3. Timeliness is a level where the work has been completed faster than specified and maximizes the time available for other activities. WFH employees who can manage time well will complete work faster than the estimated time provided.
4. Cost-effectiveness is a level where the use of company resources such as finance and technology are maximized to get the best results. WFH employees who can maximum use of the company's resources in the form of technology will help them to improve their performance.
5. Need for supervision or need for supervision, WFH employees who have low dependency on supervision tends to do their work without guidance from their superiors or co-workers every time they do their work.
6. Interpersonal impact is a level that shows an employee feels confident and has an excellent desire to work with colleagues. WFH employees who have self-confident and desire to work together will feel more confident when communication online with their fellow WFH employees. Even when they know their colleagues need help, they will be ready to give help.



The analysis results also show that high organizational commitment was dominated by WFH employee. This can be influenced by three aspects of Mayers' organizational commitment.

1. Affective aspect is a description of emotional attachment of organizational member in identifying themselves and showing their involvement in the organization. WFH employee who have high emotional attachment tends to feel strong urge to contribute to the organization.
2. Continuance aspect shows employees' awareness about the loss when leaving their role. WFH employee who are aware of the loss if they leave their organization will tend to have a strong commitment.
3. Normative aspect is the employees' feeling regarding their obligation given to the company. WFH employee who have a sense of responsibility will make them stay in an organization because they have an obligation to perform their duties.

Based on the results of the correlation analysis, the results were obtained with a correlation coefficient of 0.410 and a significance value ( $p$ ) of  $0.000 < 0.05$ . The correlation value of 0.410 is in the medium category, this shows a strong correlation between organization commitment and WFH employee performance during Covid-19 pandemic. It can be concluded that there is a significant positive relationship between organizational commitment and WFH employee performance.

Reviewing organization factors, Luthans employees have strong commitment due to working hours. According to the data, it was found that WFH employees have flexible and more working hours. Therefore, this can be one of the factors that WFH employees have high organizational commitment, research that shows organizational commitment has a positive correlation with employee performance [12]. In addition, Saputra's research [13] also shows that organizational commitment has a relation and can even improve employee performance.

The results of this research show a correlation between organizational commitments with WFH employee performance during Covid-19 pandemic. The relation of the two is significant positive where the higher the organizational commitment, the higher the performance of WFH employees, and vice versa. This is in line with Sulaiman's research which states that several factors, especially organizational commitment, influence increasing performance [21]. In addition, organizational commitment is expressed as a variable that positively impacts improving employee performance. Therefore, referring to the results obtained, the increased organizational commitment of WFH employees will be offset by increased WFH employee performance and vice versa.

## 6. Conclusion and Suggestion

### 6.1. Conclusion

Based on the research, be able concluded that the performance of employees in Surabaya who implemented WFH during the Covid-19 pandemic was relatively high. In addition, it is dominant by WFH employees with organizational commitment of WFH employees is also included in the high category. The correlation test shows that there is a significant positive relationship between organizational commitment and WFH employee performance. This shows that the higher the organizational commitment, the higher the performance of employees in Surabaya who implement WFH during the Covid-19 pandemic.

### 6.2. Suggestion

Based on the research that has been done, there are several suggestions that can be given, namely as follows: (i) employees are expected to be able to maintain performance and commitment to remain optimal at work; and (ii) it is hoped that it can test the relationship of other variables that are not in this research model. And deepen the theoretical study in this research so that it can elaborate the study.

## 7. Acknowledge, Funding & Ethics Policies

Thanks to employees to be respondents in this study. The authors received financial support from PNPB State University of Malang for the research, authorship, and publication of this article.

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