Job Satisfaction and Organizational Commitment When Working from Home During COVID-19 Pandemic

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ABSTRACT

Abstract—This research aimed to study the influence of job satisfaction on organizational commitment when working from home during Covid-19 pandemic. This research uses a quantitative research approach. The sample group is government employee in the government organizations and located in Bangkok with 300 samples selected from the population using cluster sampling. The data were collected by using questionnaires tested for the validity and reliability. The statistics used in the analysis were frequency, percentage, mean, standard deviation, and multiple regression analysis. The results of the research revealed that job satisfaction in the aspect of nature of work (β=.22) had the greatest influence on organizational commitment, followed by opportunity and advancement (β=.18) and compensation (β=.14), respectively. Whereas job satisfaction in the aspect of supervisor satisfaction and colleague satisfaction did not affect the efficiency performance of accountant in private company located in Bangkok. The job satisfaction consisted of nature of work, compensation, and opportunity and advancement, where all three variables could explain the variance in service satisfaction at 52.71 percent, and were able to predict organizational commitment at a statistically significant level of .05.

Keyword—Government employee, Job satisfaction, Organizational commitment

INTRODUCTION

From the epidemic situation of the Coronavirus Disease 2019 (COVID-19) that has spread rapidly to many countries around the world, including Thailand. It causes a wide impact in terms of public health, economy, social security throughout until the livelihood of the people. The impact of the COVID-19 situation, affecting human life as well as changing many aspects both economically, financially, socially and politically. Many organizations have been affected inevitably, bringing about a change in the way organizations work in both the public and private sectors. Therefore, the way of working must be adjusted to suit the changing situation. As a result, the employee's work performance is characterized as more remote working, in which the changing behavior can affect behavior and performance, and if considering the important variables that affect human behavior.

Working from home is one of social distancing measures during the COVID-19 pandemic. This is because it limits contact and contact between people which effectively reduces the rate of transmission of germs Especially during the time when there is no vaccine and medicine. For controlling the spread of the Covid-19 affects many companies to temporarily close, but some companies can still allow employees to Work From Home style that coupled with information technology. This makes it possible to communicate with each other easily, quickly and at a reduced cost. It helps to maintain social distancing for the safety of employees in the organization as well as demonstrate a social responsibility stance by reducing the chance of person-to-person transmission while traveling via public transport. Although working from home is highly safe against the spread of the COVID-19, not all employees can work without obstacles. Especially in terms of location or materials, equipment or technology that is not convenient, including the acceptance of employees, affecting some companies still have problems with working at home. It is necessary to manage employees to create a work-life balance that leads to effective work and organizational commitment, which is the feeling of employees affect the organization in a positive way. Employees will love and be part of the organization, are committed to devoting their full potential to the goals and success of the organization.

An organization that will achieve its goals requires many factors, but there is one thing that organizations should pay the most attention to is human resources. Because human resources help to drive the organization to be able to operate the business more efficiently, and is an important force in bringing the organization to success. Personnel are considered valuable and important things within the organization which the organization must pay

attention. Although new technology is used to replace the work of personnel but personnel are even more important. Because it requires labor and brains to control and develop advanced technology to make personnel work for the organization effectively. Therefore, it must start from the provision of training to those personnel including keeping those effective personnel with the organization because it is considered as one of the costs of the organization (Vomberg et al., 2014). As well as the efficiency of the organization will be less. Therefore, satisfaction and commitment are an important basis for the personnel to work hard and have enthusiasm. This gives the organization a chance to be more successful as well (Girdwichai & Sriviboon, 2020).

Job satisfaction is a key factor in how a person feels good about the job they do. as well as job satisfaction is a stimulus that helps people to have the intention to perform the job to the best of their ability. As resulting in personnel can work efficiency in operating according to the set goals. If personnel are satisfied with their work, there will be a lot of sacrifice, dedication of body, mind, and wisdom to their work. Conversely, if a person has negative feelings or attitudes towards performance will cause dissatisfaction with the job, lack of enthusiasm in working, lack of operational responsibility, and makes personnel more likely to quit their jobs or change jobs. The management will convince the personnel to have satisfaction and good attitude towards work. It is imperative to analyze the problem and make improvements to the causes that will affect the negative satisfaction of personnel. Whether the management system work process and development of personnel to be ready for change. If the organizational atmosphere is unable to satisfy the employees. This may cause employees to feel dissatisfied with their work, frequent absences from work, deteriorating mental health. This may also result in an increase in resignation from work.

The purpose of this study was to study job satisfaction affecting organizational commitment of government organization employees. The results of the study will enable relevant government organizations to use the information obtained from the study as a guideline for the organization's human resource management policy to improve their performance, enhance the motivation to work and administration to make the organization more efficient.

LITERATURE & THEORY

Job satisfaction

Job satisfaction is the employee's sense of satisfaction or the employee's positive feelings about the job they are doing which is the result of various components that meets the needs of the operator, makes the person willing to do the job that would result in the achievement of the organization's goals. Valaei et al. (2016) suggested that satisfaction has five components:

- *Nature of work* means satisfaction with the nature of the work for which they are responsible and saw that the work that was done was interesting as well as being a job that achieves the goals. The nature of the work they are responsible for include responsibility difficulty of the job use of knowledge job challenges pride in work opening up opportunities for learning and job-related decisions.

- *Compensation* means satisfaction with the compensation received per month or other benefits that are appropriate to the ability and are equal and fair to other people within the organization such as compensation or other benefits. Compensation received will be compared between compensation and effort or may be compared with other persons who deem appropriate and justice.

- *Opportunity and Advancement* refers to the satisfaction arising from the opportunity to train, increase knowledge and people have the opportunity to advance in the job hierarchically, considering the ability and fairness.

- *Supervisor* means satisfaction with supervisors who are directly supervisors. Supervisors must be competent and have the ability to provide assist to subordinates and command appropriately.

- *Colleagues* means satisfaction in the atmosphere of working together as a team, accepted by colleagues, get help from colleagues to give advice to each other and consult each other.

Organizational commitment

Organizational commitment is the feelings or attitudes and behaviors of employees within the organization who work with commitment and commitment to the goals and values of the organization, dedicated to the organization, dedicated efforts to work including participation in the organization and feeling of oneness with the organization and there is a need to remain with the organization. Allen & Meyer (1990) said that organizational

commitment is a feeling of attachment between employees and the organization. The feeling of commitment to the organization is what connects employees to the organization. It is the mental state of a person towards the organization in which he or she belongs and is an indicator of the relationship between the employees and the organization in any way and influence the employee's decision to remain a member of the organization or not.

Allen & Meyer's concept (1993) explained that organizational commitment has three aspects: Affective Commitment, Continuance Commitment, Normative Commitment as follows:

- *Affective Commitment* refers to psychological commitment or the emotional commitment of employees towards the organization in the sense that employees have a sense of unity with the organization and participation in the organization of employees. Employees who are highly emotionally involved will show a desire to remain a member of the organization.

- *Continuance commitment* refers to the persistence of the organization or the commitment to the organization of the employee arising from compensation paid in exchange for the employee's stay with the organization. The employee's presence in the organization will result from the benefits rather than the disadvantages. Employees who are engaged in this field will express the need to stay within the organization.

- *Normative Commitment* refers to the employee's feeling that when he becomes a member of the organization. There must be a commitment to the organization because that is the correctness and appropriateness to do. The commitment to the organization is a duty or obligation that the members must have to perform duties in the organization. Employees who are engaged in this field are expressing the idea that they will be in the organization as something that should be done for accuracy and appropriateness.

RELATED WORKS OR DISCUSSION

Many studies indicate that job satisfaction is a significant factor in how people work with enthusiasm and directly affects the organization's level of success. Job satisfaction will lead to effective work, increase productivity and make the organization more profitable as well (Raymond & Mjoli, 2013). On the other hand, if the personnel in the organization are not satisfied with the work, it will be one of the reasons for the effectiveness and efficiency of work, job declines, the quality of work deteriorates, lack of work, and it can eventually lead to resignation. But on the other hand, if people in the organization have high job satisfaction, it will have a positive effect on their work performance (Valaei et al., 2016). If employees have low morale or job satisfaction, they will cause a lack of commitment to work, lack of willingness to work, lack of dedication and time to work for the organization. As well as Wongsrisupakul (2014) study the perception of organizational support, job satisfaction and organizational commitment, case study of Provincial Waterworks Authority. The results showed that satisfaction in working in various fields had a relationship with overall job satisfaction and each aspect had a positive relationship with the overall organizational commitment. In addition, Eaknarong (2012) studied motivation and job satisfaction related to employee's organizational commitment of operational level employees of Crown Property Bureau in Bangkok. The results of the study found that overall job satisfaction of the employees was related to the organizational commitment in terms of feelings with a statistically significant correlation in the same direction, and overall job satisfaction of employees was associated with organizational commitment at a moderate level. A review of the literature on the effect of job satisfaction and organizational commitment. The results showed that job satisfaction and organizational commitment were in the same direction. It is that job satisfaction effecting the organizational commitment.

METHODS

The target population is government employee in the government organizations and located in Bangkok, which the exact population is unknown. The sample size was 300 people which is more than 20 times the number of variables studied in this study. Cluster sampling was used to collect data from the population because the study areas of each district were similar in that their lifestyles and economic growth within the same district.

The tool used in this study was a questionnaire based on concepts and related research divided into 3 parts. Part 1 is the questionnaire on general information and organizational information of the respondents. Part 2 is the questionnaire on job satisfaction consisting of 25 questions. Part 3 is the questionnaire on the organizational commitment of employee consisting of 15 questions. The questionnaire characteristics in parts 2 and 3 were a

rating scale with the following scores for positive questions: 1 = strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, 5 = strongly agree. The opinion questions are closed-ended questions of the Likert's method scale. The generated questionnaires were used to test the validity and reliability of the questionnaires before collecting data in order to obtain accurate research results and achieve the stated objectives. In this regard, the researcher will arrange for a pre-test with preliminary questionnaire of 40 sets. The results of the confidence check were the confidence values of each question were between 0.705-0.896 and got the total confidence of 0.824, which passed the reliability criteria (Hair et al., 2010). Additionally, the questionnaires generated were subject to content review from the advisor already. Therefore, it was concluded that the questionnaires could be used to collect data.

For data analysis, the researcher analyzed the data by descriptive statistics to describe the general characteristics of the data, job satisfaction, and organizational commitment. Including the inferential statistic was used to determine the effect of job satisfaction on organizational commitment of government employee using multiple regression analysis.

RESULTS

Descriptive results
The personal information of the samples group consisted of 300 samples found that most of the respondents were female, single, aged between 31-40 years of age, education level was Bachelor's degree, salary level between 30,001-40,000 baht, the position was an operating level employee, and working period between 5-10 years.

The sample group had a high level of overall job satisfaction with an average of 4.04. When considering each aspect, it was found that the sample group had a high level of motivation in the aspect of nature of work with an average of 4.12, followed by colleague aspect with a mean of 4.10, supervisor aspect with a mean of 4.08, opportunity and advancement aspect with a mean of 4.02, and compensation aspect with a mean of 3.89, respectively.

The sample group had a high level of overall organizational commitment with an average of 4.07. When considering each aspect, it was found that the sample group had a high level of motivation in the aspect of normative commitment with an average of 4.11, followed by the aspect of continuance commitment with a mean of 4.08, and the aspect of affective commitment with a mean of 4.02, respectively.

Hypothesis testing results
The results of effect of job satisfaction on organizational commitment of government employee using multiple regression analysis to test the hypothesis. The results showed that job satisfaction in the aspect of nature of work (β = .212) had the greatest influence on organizational commitment, followed by opportunity and advancement (β =.187) and compensation (β =.154), respectively. Whereas job satisfaction in the aspect of supervisor satisfaction and colleague satisfaction did not affect the efficiency performance of accountant in private company located in Bangkok. The job satisfaction consisted of nature of work, compensation, and opportunity and advancement, where all three variables could explain the variance in service satisfaction at 60.71 percent, and were able to predict organizational commitment at a statistically significant level of .05.

CONCLUSION AND FUTURE WORK

Conclusion and discussion
The results showed that job satisfaction had the greatest influence on organizational commitment. The sample group was satisfied with the nature of the work they are responsible for and saw that the work that he did was interesting, understand and accept the difficulty of the job. The influence was followed by job satisfaction in terms of opportunity and advancement and job satisfaction in terms of compensation which shows that when employees feel satisfied with their work or have a positive feeling towards the organization, it will result in more employees' commitment to the organization. Similar to the research of Suwannakam (2016) showed that motivation to work and job satisfaction can jointly predict their commitment to the organization and found that the components of job satisfaction that can jointly predict organizational commitment were job satisfaction in term of nature of work, compensation, and opportunity and advancement. Whereas, the results of the analysis of the influence of job satisfaction factors that had no influence on organizational commitment found that supervisor satisfaction and satisfaction with colleagues cannot predict that employees are commitment to the organization. This may be due

to the satisfaction of colleagues in the work of employees, most of whom have different characteristics, working differently according to their duties and types of work assigned. Employees know their job scope and responsibilities well. Therefore, they did not give much importance to the management of the supervisors. In addition, the integration of work in the form of a team are few, therefore, the relationship between people is less.

The results showed that job satisfaction in the aspect of nature of work influenced organizational commitment. Because if employees are assigned to work that is important and interesting job, challenging, using skills, knowledge, and ability to perform tasks, have the opportunity to learn on the job and make job-related decisions. Therefore, employees feel proud of themselves and felt that he was important and valuable to the organization and have an intention to work. As a result, employees are committed to the organization and want to be with the organization. In addition, the results showed that job satisfaction in the aspect of compensation influenced organizational commitment. The is because if the management has a policy to consider the results and progress clearly according to ability and with fairness, as well as have an opportunity to advance in the job and develop skills and knowledge for employees with opportunities to learn on the job directly. That will result in employees being more satisfied with that job. It will allow employees to work fully and to be more serious about that work and are committed to the success of the work. This results in the employees feeling attached to the organization and wanting to work with the organization for a long time. This is consistent with research by Suwannakam (2016) that found that satisfaction in opportunity and advancement can predict organizational commitment. Moreover, the results showed that compensation satisfaction affected organizational commitment. This is because monthly compensation or other employee benefits are based on the knowledge and skills necessary for doing the job, competitive compensation and benefits system. The organization regularly surveys and compares the compensation in the market to ensure that employee compensation is consistent and competitive with similar positions in the same business. Importantly, the wage rate setting must be fair and can be appropriately linked to higher job positions. When employees are satisfied with compensation, they will result in increased commitment to the organization. This is in line with the research of Panyabowornphak & Somthong (2020) studied the influence of organizational commitment, job satisfaction towards the employees' retention of Bangkok Bank Public Company Limited, found that job satisfaction in term of hygiene motivation resulting in the persistence of employees of Bangkok Bank Public Company Limited. Including in the line with Eaknarong (2012) found that overall job satisfaction of the employees was related to the organizational commitment in terms of feelings with a statistically significant correlation in the same direction, and overall job satisfaction of employees was associated with organizational commitment at a moderate level.

Recommendations and future work

The results of this research inform the management and human resources department about the effect of job satisfaction and commitment to the organization of employees in order to develop the working system and policies. This will build morale in the work of employees and build loyalty to the organization in which they operate by giving employees the opportunity to participate in making suggestions, develop a policy working system and various activities to make employees feel that they are important to the organization and is part of the growth of the organization including building labor relations by making employees feel part of the organization, creativity and learning together as a team. This causes executives to have to adjust to new leadership roles, such as increasing the role of power and create more capacity for employees. In addition to promoting corporate values and corporate culture by encouraging employees to interact. The need for friendship and supporting each other along with creating clear goals that result in members within the organization, feeling successful in their work and aims to satisfy the individual with regard to the need for success at work.

Further research should explore other variables that contribute to organizational engagement, such as motivation, leadership, internal communication, quality of work life, and perception of justice in the organization recognition, etc. for more comprehensive details. Including the next research, qualitative research approaches such as participatory observation methods, interviews, etc. should be used in order to obtain more in-depth information.

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