

## ANALYSIS OF THE EFFECT OF EMPLOYEE PERFORMANCE, TURN OVER INTENTION ON ORGANIZATIONAL COMMITMENT DURING THE COVID-19 PANDEMIC

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**Abstract:** *This study examines the Analysis of the Effect of Employee Performance, Turnover Intention on Organizational Commitment During the Covid-19 Pandemic. This research was conducted on companies in Yogyakarta, the sample used in this study was 60, and the analytical tool used was using SPSS 22 software as the tool. Is there a positive influence between employee performance on organizational commitment, is there a positive influence on turn over intention on organizational commitment, is there a positive influence on employee performance on organizational commitment through turnover intention as a mediator, in companies in Yogyakarta.*

**Keywords:** *Employee Performance, Organizational Commitment, Turnover Intention, Covid 19*

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### 1. Introduction

The development of the business world in the industrial era 4.0 is very significant, which is marked by the increasing number of large companies, intense competition, and sophisticated technological wars. In general, the main goal of the company is to get the maximum profit possible and the hope is that the company's survival can be guaranteed so that it can bring goodness to the company's stakeholders and shareholders. Research on employee turnover since the Porter and Steers analysis of the literature reveals that age, tenure, overall satisfaction, job content, intentions to remain on the job, and commitment are consistently and negatively related to turnover (Mobley et al., 1979).

Occupational and organizational commitment contribute independently to the prediction of professional activity and work behavior (Meyer et al., 1993). Employee performance and company commitment in this case are very much needed, is a principle to carry out activities in an organization with the aim of obtaining optimal results for the company with minimal effort in accordance with existing standards. The outbreak of the covid-19 virus pandemic is currently being experienced by almost all countries in the world and almost all work activities are carried out using electronic media, this is because to keep ourselves safe from the covid-19 virus, even the government has implemented large-scale social restrictions (PSBB) This has resulted in the company's operations/distribution of finished goods being disrupted, and besides that, many companies apply their employees to work from home (Work From Home)

Companies must have a strategy that can transform and innovate to deal with it. This is so that the companies and businesses that have been built are not crushed by the times and hampered their development (Agistiawati et al., 2020). Meanwhile, the company must already have an integrated travel map so that the direction of business development is visible.

Between the strategy that urgently needs attention is the readiness for change in every organization, especially in global business organizations. The global competition in the current era requires the readiness to change without pause from every industry person. The condition of the Covid-19 pandemic that is engulfing the world, including Indonesia, necessitates changes in the latest business situations and conditions (Purwanto et al., 2020). The company must have a special strategy to save the company in this covid-19 pandemic, not a few companies have also left their core business just to save themselves from the covid-19 wave. Haris (2017) showed that job satisfaction, organizational commitment, and service quality were in the fairly good category. Mekta (2017) presented that there were positive and significant effects of job satisfaction and organizational commitment on employee performance.

As for companies that are not able to immediately adjust to the situation due to the covid-19 pandemic, many companies are doing good efficiency by doing autonomies to maintain their business during this pandemic, namely by reducing company operations, for example, closing business branches and even reducing profession. Turnover Intention, in this case, is very possible during the Covid-19 pandemic. Lotfi et al. (2021) showed that an unfavorable safety climate has a significant relationship with turnover intention. Fear of COVID-19 is negatively associated with job satisfaction while positively significant correlated with turnover scores, a positive significant predictor of turnover intention, and also job satisfaction is negatively associated with turnover intention; a negative significant predictor of turnover intention (Abd-Ellatif et al., 2021). Abdalla et al. (2021) found the positive effect of organizational distrust on turnover intention.

Sijabat (2011) presented that job satisfaction has significant positive relationship to organizational commitment, and then organizational commitment has significant negative relationship to turnover intentions. Wisantyo & Madiistriyatno (2015) showed that job satisfaction has negative significant effect on turn over intention with while work stress and work discipline have no effects on turnover intention. Halimah et al. (2016) found that job insecurity, job satisfaction and work environment have negative effects on turnover intention. Susanti & Palupiningdyah (2016) presented that job satisfaction and organizational commitment have negative and significant effects on turnover intention.

## **2. Research Design**

The research process is deductive in nature, where to answer the problem formulation, concepts or theories are used so that hypotheses can be formulated. The hypothesis is then tested through field data collection.

The types and sources of data used in this study are primary data. According to Sekaran & Bougie (2016), primary data refers to first-hand information obtained by researchers relating to variables of interest for the specific purpose of the study. The primary data needed in this research is data obtained from the answers to the questionnaires of the respondents in this study, to the question of the Analysis of the Effect of Employee Performance, Organizational Commitment to Turnover Intention During the Covid-19 Pandemic Period.

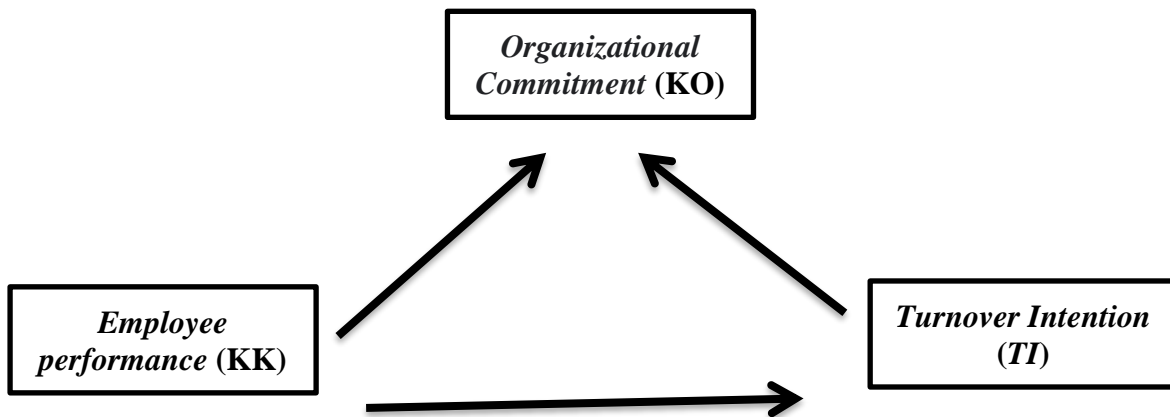
## **Data Collection and Analysis Techniques**

The data in this study were taken using the census method, namely taking data from members of the population. The population in this study is the employees of distributors of micro, small and

medium enterprises (MSMEs) in Yogyakarta, amounting to 60 people. This research uses regression analysis (Hoffman, 2021; Teo, 2013).

### 3. Research Model

The following is an explanation of the research model



Based on the background that has been described, the problems in this study are:

- H1: Is there a positive influence between employee performance on organizational commitment?
- H2: Is there a positive effect of turnover intention on organizational commitment?
- H3: Is there a positive influence between employee performance on organizational commitment through turnover intention as a mediator?

### 4. Results and Discussion

Data collection was carried out through questionnaires distributed to 60 respondents who were employees of companies in Yogyakarta who were affected by the Covid-19 pandemic.

The instrument in this study was a questionnaire containing twenty-three questions. Respondents were asked to fill in their name, gender, company name, age, and length of employment. Five items of questions measure employee performance, four items of questions on turnover intention, and fourteen items of questions measure organizational commitment

**Table 1. Average, Standard Deviation**

| <b>Variable</b>                  | <b>Mean</b> | <b>Std.Deviation</b> |
|----------------------------------|-------------|----------------------|
| <i>Employee performance</i>      | 21,40       | 3,542                |
| <i>Turn Over Intention</i>       | 14,70       | 2,651                |
| <i>Organizational Commitment</i> | 49,55       | 7,455                |

Source of processed data 2021

Based on the table above, the employee performance variable has a mean value of 21.40 indicating that the level of relationship bonding is quite high. The difference in answers between respondents shows a lot of variation (data clustered around the average value). This can be seen from the standard deviation value of 3.542. The turnover intention variable has a mean value of 14.70 indicating that the level of the turnover intention of company employees is quite high. Differences in answers between respondents showed a lot of variation. This can be seen from the standard deviation value of 2.651. The organizational commitment variable has a mean value of 49.55 indicating that the level of corporate commitment is quite high. Differences in answers between respondents showed a lot of variation. This can be seen from the standard deviation value of 7.455.

**Table 2. R Square of Regression Analysis**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Sig   |
|-------|-------------------|----------|-------------------|----------------------------|-------|
| 1     | .743 <sup>a</sup> | .552     | .537              | 5.075                      | 0.000 |

If you look at the basic value of decision-making that the correlation is above the value of Sig. F Change <0.05 means correlated, based on the table above shows that the value of Sig. F Change is 0.000 means the value of Sig. F Change <0.05, which means that the variable turnover intention and employee performance simultaneously or simultaneously is related to the organizational commitment variable. Meanwhile, to see the level of closeness of the relationship is to look at the value of the correlation coefficient R (0.743) it can be interpreted that the variable turnover the intention and employee performance with the organizational commitment variable, the R-value (0.743) has a very perfect value, namely the person correlation value of 0.74. – 1.00 is perfect

**Table 3. Results of Regression Analysis**

| Model        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
|              | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant) | 11.985                      | 4.629      |                           | 2.589 | .012 |
| Total_KK     | .715                        | .204       | .340                      | 3.511 | .001 |
| Total_TI     | 1.515                       | .272       | .539                      | 5.568 | .000 |

## Discussion

Hypothesis 1 states that there is a positive influence between employee performance on organizational commitment. From the results of the regression analysis, the t-value for the employee performance variable shows a significant result of 3.511 with a significant degree of 0.001. This shows that the employee performance variable influences the organizational commitment variable ( $\beta=0.715$ ,  $t=3.511$   $p>0.05$ ). Hypothesis 1 which states that there is a positive influence between employee performance on organizational commitment, is accepted.

Hypothesis 2 states that there is a positive effect of turnover intention on organizational commitment. From the results of the regression analysis, the t value for the turnover intention variable shows a significant result of 5.568 with a significant degree of 0.000. This shows that the turnover intention variable has an influence on the organizational commitment variable ( $\beta = 0.539$ ,  $t = 5.568$ ,  $p > 0.05$ ). Hypothesis 2 which states that there is a positive effect of turnover intention on organizational commitment, is accepted.

Hypothesis 3 states that there is a positive influence between employee performance on organizational commitment through turnover intention as a mediator. To see whether there is a mediating effect or not, we can look at the output in the indirect effect of X on the Y section. The indirect coefficient is 0.7147. The confidence interval (CI) from the bootstrap results is written Boot LLCI (lower level for CI) = 0.0123 and Boot ULCI (upper level for CI) = 0.1129. Basically (with 95% confidence) that the true indirect effect is zero (meaning no mediation). If the Boot LLCI and Boot ULCI ranges do not include a value of zero (0), it can be concluded that the estimation is significant and a mediating effect occurs. Effect size can be seen from the standardized coefficient of indirect effect X to Y which is 0.0610.

From the results of the above analysis, the indirect effect value is not standardized by a bootstrap of 0.714, and the 95% confidence interval (CI) ranges from 0.0123 to 0.1129. Because zero is not included in the 95% confidence interval range, it can be concluded that hypothesis 3 which states that there is a positive influence between employee performance on organizational commitment through turnover intention as a mediator, is accepted.

## **5. Conclusion**

In this study, researchers tried to test a model that describes the relationship between the influence of employee performance, turnover intention on the organizational commitment during the Covid-19 pandemic, this research was conducted on companies in Yogyakarta.

The results show that the employee performance variable has a significant influence between employee performance and organizational commitment to the industry in Yogyakarta during the covid-19 pandemic, this is because employees always try to correct mistakes that have been made in carrying out work, always try to achieve work targets that are set. set by the company even exceeds what is targeted by the company so that it grows organizational commitment to be high between the two parties.

The turnover intention variable has a significant effect on the variable on organizational commitment to the industry in Yogyakarta during the covid-19 pandemic, this is because they feel that the personal values of employees are suitable or by the organization and organizational goals reflect employee goals.

Meanwhile, the employee performance variable has a significant positive relationship with organizational commitment through turnover intention as a mediator, this is because employees feel proud to be part of the organization, want to stay because of the benefits, and realize that commitment is something I have to do.

## **Suggestion**

Based on the results of the study, the researchers put forward suggestions as implications that might be given and benefits companies in Yogyakarta:

- 1) The results of this study can be used as a source of information for companies in Yogyakarta to be able to improve employee performance and correct mistakes that have been made in carrying out work so that the work targets are set by the company can be achieved.
- 2) Companies can also see turnover intention so that companies can create organizational goals and reflect employee goals by organizational goals so that a strong organizational commitment emerges.
- 3) To create an organizational commitment, the company can create a sense of comfort in working, proud to be part of the organization so that they have the desire to spend their whole life in this organization

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