

A Study on Organizational Commitment, Work Motivation, and Job Performance After the COVID-19 Epidemic in Taiwan—The Mediating Effects of Work Motivation and Organizational Communication

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The purpose of this study is to explore the correlation between organizational commitment and job performance among employees in Taiwanese companies after the COVID-19 epidemic, and to use work motivation and organizational communication as intermediary variables to further understand the interaction between them. Using hierarchical multiple regression analysis and bootstrap method to analyze, the research results show that organizational commitment has a significant positive impact on work motivation and work performance, and work motivation also has a significant positive impact on work performance. In addition, organizational communication has a mediating effect on organizational commitment and work motivation, and work motivation also has a mediating effect on organizational commitment and work machine performance. The results of this study hope to understand the working conditions of organizations and employees after the COVID-19 epidemic, and provide relevant business operators with follow-up references for their operations.

Keywords: organizational commitment, work motivation, job performance, work motivation, organizational communication, COVID-19

Introduction

With much of the world impacted by the COVID-19 pandemic, the world as we know it has come to a standstill. The research institute has found that many businesses face these dilemmas and are therefore constantly trying to find innovative ways to keep their businesses going. The COVID-19 pandemic has left businesses and employees with countless questions and a lot of uncertainty. Now with the COVID-19 epidemic, the business model and the operations within the organization are changing. Organizational commitment makes employees more identified with the operation of the organization, and also makes employees identify with the goals of the organization. Therefore, dedicated employees are always more determined to stick to their posts and show considerable efficiency and productivity. Organizational commitment will show three signs, that is, employees' belief in the organization, acceptance of organizational goals and values, and employees' willingness to put in

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greater efforts at work (Porter et al., 1974). Organizational commitment is also the psychological state of personal attachment to the organization, which is manifested in emotional commitment, continuous commitment, and normative commitment, which in turn affects job performance.

In general, successful companies need more employees than usual who perform above expectations. In order to maintain its survival efforts under unstable conditions, a company needs to have high capabilities, that is, the business must survive various competitions and gain a competitive advantage. To achieve this goal, strategies related to the goals should be formulated and implemented to improve performance (Edmondson & Lei, 2014). Performance explains the level of achievement of the organization's goals, vision, and mission in achieving the organization's strategic plan. The performance referred to in this paper is related to job performance, which refers to the job performance achieved by a person when performing assigned tasks and work. Every organization needs to have excellent and highly competitive human resource management to generate good job performance. The key role is because in addition to maximizing their potential, managers can also stimulate employees' abilities and efforts in various ways, such as through commitment and communication to motivate employees to work towards the company's goals, and using performance management to achieve company goals, but this does not mean that the role of subordinates in performance management is not necessary. Employees are the executors of the company's front-line operations, so they also play a very important role in performance management (Owens & Hekman, 2012). Many past studies have shown that organizational commitment is related to job performance (Angle & Lawson, 1994; Brett, Cron, & Slocum, 2017; Meyer et al., 1989), and work motivation is also related to job performance (Broedling, 1975; Katzell & Thompson, 2009; Knippenberg, 2000). However, after the impact of the COVID-19 epidemic, no relevant research has been conducted on this topic, that is, whether job performance is still consistent with past research is the focus of this study. Therefore, this study aims to explore whether job performance will be affected by factors such as organizational communication, organizational commitment, and work motivation.

Literature Review

Organizational Commitment, Work Motivation, and Job Performance

According to Hu, Luo, Chen, and Zhong (2020) on organizational commitment, organizational commitment is the relative strength of employees in determining the participating organizations, including the desire to maintain organizational membership, readiness and willingness to work conscientiously on behalf of the organization, and acceptance of the organization's values. Employees' loyalty to the organization involves emotional connection and moral responsibility, which shows that employees will consider whether their commitment to the organization will affect their work and whether they can get a suitable job. Employees who are committed to the organization should do their best to ensure that the organization achieves its strategic goals because they believe it is their duty to help the organization achieve its goals (Dessler, 2011). According to a study conducted by previous scholars, employees who make commitments to the organization will be able to ensure that they continue to work and stay in the organization (Tarigan & Ariani, 2015); more precisely, organizational commitment is a kind of employee's obligation. The feeling of continuing to work is that the employees committed by the organization go beyond the scope of the work contract, and are more loyal to the organization (Johar, Nor, Hassan, & Musa, 2019). Manla (2021) pointed out that engaged employees have a greater sense of responsibility, which reduces supervisory costs for managers, and employees are less likely to leave, thereby reducing recruitment and selection costs.

Meyer and Allen (1991) pointed out that organizational commitment is a sense of obligation to stay in the organization, and employees are obliged to stay in the organization because of responsibilities and obligations. Organizational commitment is characterized by giving and receiving obligations between employees and organizations, and is based on social exchange theory (Suliman & Iles, 2000). Social exchange theory suggests that social behavior is the result of an exchange process, which implies a normative obligation or rule to repay benefits in a certain way (McDonald & Makin, 2000), which explains that employees will feel obligated to the organization to repay the organization for them to improve job performance.

Job performance is a function of the application of a person's abilities, skills, and aptitudes in the work environment in an organization (Hackman & Oldham, 1976; Steers & Rhodes, 1978). Job performance is influenced by job complexity and is defined in various ways based on the multiple stages and complexity of the job (June & Mahmood, 2011). Most employees with high commitment to work feel full of energy to work hard, thereby improving job performance, while employees with low work commitment are prone to fatigue, thereby reducing job performance (Chordiya, Sabharwal, & Goodman, 2017).

According to Padave and Kanekar (2021), motivation is the desire to accomplish something for satisfaction and performance. Motivation is a desire in a person that prompts him to act, or serves as a basis or reason for one's actions; thus motivation can be defined as a strong desire or need that drives a person to work. According to Zhao, Ghiselli, Law, and Ma (2016), work motivation emphasizes the concept of needs, which explains the various needs that influence organizational behavior; therefore, in order to enhance the sense of responsibility and commitment to work and organization, business leaders must understand the need. In an organization, work motivation plays a vital role because with this motivation, every employee will work hard and be passionate about achieving good results. Motivation is a drive that provides work, creating a person's morale and making them willing to work cooperatively and effectively in an integrated condition to achieve goals (Aizza, Shakeel, & Hassan, 2018; Triswanto & Yunita, 2021; Gift & Obinda, 2020), which proves that work motivation affects employee performance, and the stronger the work motivation, the better the job performance should be in principle. This study intends to explore whether employees work harder in the organization because of their sense of responsibility after the epidemic, that is, whether organizational commitment affects work motivation and job performance, and whether work motivation has a mediating effect on organizational commitment and job performance. Based on the above literature, this study establishes research hypotheses:

- H1: There is a significant positive relationship between organizational commitment and job performance.
- H2: There is a significant positive relationship between organizational commitment and work motivation.
- H3: There is a significant positive relationship between work motivation and job performance.
- H4: Work motivation has a mediating effect on organizational commitment and job performance.

Organizational Commitment, Organizational Communication, and Work Motivation

Organizational commitment is often one of the widely discussed and studied concepts that can be used as dependent, independent, and mediator variables because it is a characteristic of employee behavior that researchers are interested in (Rehman, Shareef, Mahood, & Ishaque, 2012). According to Mathis and Jackson (2006), organizational commitment refers to the extent to which employees can accept and believe in the goals of the organization and are willing to stay in the organization rather than leave it. Meyer and Allen (1997) defined organizational commitment as a psychological state that characterizes the relationship between an employee and the organization and influences the decision to become a member of the organization.

Yu and Ko (2017) found a significant relationship between upward cognitive communication skills and job performance. High levels of communication skills correlate not only with success at the management level, but also with employee success. Carroll (2013) found a significant relationship between employee communication and supervisors' ratings of their performance. Sutherland and Yoshida (2015) proposed to actively encourage and communicate with employees through supervisors, which is positively related to employee performance. Interpersonal communication can facilitate better coordinated activities, leading to improved team performance (Venter, 2019). Thus, the more cohesive a work team is, the more active and profitable the team's communication efforts are, thus requiring active communication to support job success. In other words, effective communication has the effect of improving coordination, which further enhances job performance. Based on the above literature, this study establishes research hypotheses:

H5: There is a significant positive relationship between organizational commitment and organizational communication.

H6: There is a significant positive relationship between organizational communication and work motivation.

H7: Organizational communication has a mediating effect on organizational commitment and work motivation.

Methodology

Research Framework

This study explores whether employees' work motivation and job performance will be affected by organizational commitment and organizational communication after the COVID-19 pandemic, and proposes a research framework based on the research purpose and related literature (see Figure 1). This article uses Pearson correlation analysis (Pearson correlation) to understand the relevant situation of the tested samples in the aspects of organizational commitment, organizational communication, work motivation, and job performance after the COVID-19 pandemic, and uses stepwise regression analysis to test whether there is a positive influence between each other. Then, using the PROCESS software developed by Hayes (2017), using Model 4 in the plug-in model to conduct bootstrap analysis (Bootstrap) repeated 5,000 sampling analyzes to test the mediating effect of work motivation on organizational commitment and job performance, and the mediating effect of organizational communication on organizational commitment and work motivation. Among the research variables, the independent variable is organizational commitment, the intermediary variable is work motivation and organizational communication, and the dependent variable is job performance. The research model is shown in Figure 1 below.

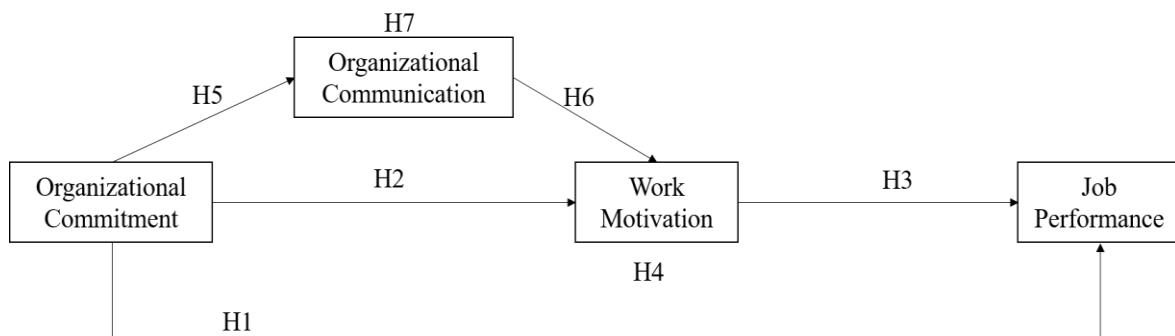


Figure 1. Research model.

Sample and Data Collection

There are 485 effective samples in this study, and the sample characteristics include five items: gender, age, marriage, education, and occupation. Personnel characteristics include three items including average monthly income, job nature, and job title. In terms of gender, there were 179 men, or 36.9%, and 306 women, or 63.1%. In terms of age group, 118 people aged 36-40 accounted for 24.3%, followed by 97 people aged 31-35, accounting for 20.0%. In terms of marriage, 246 people were unmarried, accounting for 50.7%, and 239 people were married, accounting for 49.3%. In terms of academic qualifications, universities have the largest number of people, with 269 people, and the percentage is 55.5%, followed by junior colleges, with 105 people, and the percentage is 21.6%. In terms of occupation, the service industry is the largest with 179 people and a percentage of 36.9%, followed by the manufacturing industry with 127 people and a percentage of 26.2%. In terms of average monthly income, 30,001-50,000 is the most, with 273 people, accounting for 56.3%, and the least is above 70,001, with 37 people, accounting for 7.6%. In terms of the nature of their work, 395 people worked as internal services, accounting for 81.4%, and 90 people worked as external services, accounting for 18.5%. In terms of professional titles, grassroots employees are the most, with 323 people, accounting for 66.6%, and grassroots supervisors have 108 people, accounting for 22.3%.

Reliability and Validity Analysis

Based on the reliability and validity of the questionnaire, this study thoroughly reviewed the previous literature, adopted the relevant theoretical framework of previous studies, and selected key theoretical components suitable for the research background and research scope to form the content of the questionnaire. This study adopts the questionnaire survey method, which has four parts. The first part is organizational commitment, the second part is organizational communication, the third part is work motivation, and the fourth part is work performance. The organizational communication scale was adapted from Roberts and O'Reilly (1974). Organizational commitment is based on the organizational commitment scale developed by Meyer and Allen (1991), which divides organizational commitment into three dimensions and measures them separately. The work motivation measurement items are revised with 30 items in the work preference scale proposed by Amabile (1988). Job performance was adapted from the 18 items of Fernández, Koopmans, Ramos-Villagrasa, and Barrada (2019).

To ensure the reliability and validity of our study's measurements, we performed a confirmatory factor analysis. Construct reliability was evaluated using composite reliability (CR) and Cronbach's alpha. Our findings, presented in Table 1, demonstrate that our measurements possess a high level of reliability, exceeding the recommended minimum value of 0.7 for both CR and Cronbach's alpha (Hayes, 2017). Moreover, we employed convergent and discriminant validity tests to assess our constructs' dimensionality. All items had clear loading on their intended factors, with factor loadings above the 0.60 cutoff value. The average variance extracted (AVE) for each scale was also higher than the 0.5 threshold, indicating an appropriate level of convergent validity (Nunnally, 1967). These results provide support for the validity of our factor solution. Through confirmatory factor analysis on the scale data, after deleting inappropriate items, the Cronbach α values of all facets were higher than 0.8 (organizational commitment = 0.827, organizational communication = 0.907, work motivation = 0.824, work performance = 0.832), indicating that the internal consistency effect is good, which belongs to high reliability, and confirmatory factor analysis was carried out on 485 sample data, and the results are listed in Table 1.

Table 1

Results of Confirmatory Factor Analysis (N = 485)

Factors	Item	Factor loading	S.E.	CR	AVE	Cronbach's α
Organizational communication	OCU1	0.793***	0.7006	0.928	0.684	0.907
	OCU2	0.835***	0.8645			
	OCU3	0.841***	0.8563			
	OCU4	0.846***	0.8923			
	OCU5	0.870***	0.9010			
	OCU6	0.773***	0.8326			
Organizational commitment	OCI1	0.832***	0.876	0.885	0.658	0.827
	OCI2	0.886***	0.9260			
	OCI3	0.789***	0.7983			
	OCI4	0.730***	0.8427			
Work motivation	WM1	0.723***	0.6408	0.845	0.576	0.756
	WM2	0.755***	0.6426			
	WM3	0.814***	0.7093			
	WM4	0.742***	0.6482			
Job performance	JP1	0.764***	0.68253	0.867	0.570	0.732
	JP2	0.758***	0.67947			
	JP3	0.786***	0.68574			
	JP4	0.707***	0.71205			
	JP5	0.757***	0.70046			

Notes. T-values for n = 485 samples; CR, composite reliability; SE, standard error; AVE, average variance extracted; *** p < 0.001.

Findings

Descriptive Statistics and Correlations

The means, standard deviations, and correlations among the variables are presented in Table 2. Consistent with our hypotheses, all correlations between variables are positive and significant, aligning with the presumed direction of the relationships. Notably, the direct relationships between variables have higher correlations than the indirect relationships, as hypothesized in our models. To ensure the absence of multicollinearity, we examined the variance inflation factor (VIF) scores. Our inspection revealed that no variables exhibited multicollinearity. Additionally, the maximum VIF score in the models was 1.96, which falls below the rule-of-thumb cutoff point of 10.

Table 2

Descriptive Statistics and Correlation Matrix (N = 485)

	Mean	SD	1	2	3	4
1. Organizational commitment	3.5789	0.72858	-	0.684**	0.412**	0.405**
2. Organizational communication	3.6481	0.69697	0.684**	-	0.402**	0.309**
3. Work motivation	3.9505	0.50527	0.412**	0.402**	-	0.601**
4. Job performance	3.9847	0.48106	0.405**	0.309**	0.601**	-

Notes. SD: Standard Deviation; * p < 0.05; ** p < 0.01.

Hierarchical Multiple Regression Analysis

Next, hierarchical multiple regression analysis is used to test the relationship among organizational commitment, organizational communication, job motivation, and job performance. After analyzing and

processing the aforementioned data, this article then uses hierarchical multiple regression analysis to further confirm whether the correlation between variables is significant. Demographic variables include gender, age, marriage, education, and occupation as control variables, organizational commitment as independent variable, job performance as dependent variable, organizational communication and work motivation as mediating variables, and hierarchical multiple regression analysis is carried out. The analysis results are shown in Table 3.

Model 1-Model 6 in Table 3 provide the results of the multiple regression analysis that examines the effect of organizational commitment on work motivation and job performance, and the effect of organizational commitment on organizational communication and work motivation, including all the control variables. The coefficients for organizational commitment on job performance ($b = 0.184$, $p < 0.001$), for organizational commitment on work motivation ($b = 0.408$, $p < 0.001$), and work motivation on job performance ($b = 0.594$, $p < 0.001$), are all positive and significant, thereby supporting Hypotheses 1, 2, and 3. The coefficients for organizational commitment on work motivation ($b = 0.408$, $p < 0.001$), and organizational communication on work motivation ($b = 0.403$, $p < 0.001$) are all positive and significant, thereby supporting Hypotheses 5 and 6.

Table 3

Hierarchical Multiple Regression for Work Motivation and Job Performance.

	Job performance				Work motivation	
	M1	M2	M3	M4	M5	M6
Control variables						
Gender	-0.011	-0.16	-0.002	-0.017	-0.008	-0.004
Age	0.030	0.031	0.027	0.005	0.056	0.033
Marriage	-0.002	0.025	0.023	-0.027	-0.017	-0.026
Education	-0.059	-0.042	-0.039	-0.037	-0.041	-0.037
Occupation	-0.047	-0.036	-0.03	-0.034	-0.045	-0.036
Independent variables						
Organizational commitment	0.396***		0.184***	0.408***		0.232***
Organizational communication					0.403***	0.248***
Work motivation		0.594***	0.520***			
R ²	0.171	0.368	0.395	0.173	0.169	0.201
Adj-R ²	0.161	0.360	0.386	0.163	0.159	0.189
F	16.488***	46.291***	44.498***	16.677***	16.228***	17.141***
Change in R ²	0.028	0.199	0.026***		0.004	0.03***

Notes. *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

Statistical Inference Test for Mediation Effects

Baron and Kenny (1986) suggested the causal step approach, which does not involve a formal quantification of the indirect effect or the need for inferential testing. As a result, to estimate indirect effects statistically in our mediation models, we computed the lower limits (LLCI) and upper limits (ULCI) of a 95% confidence interval using a bootstrap method with 5,000 samples (Preacher & Hayes, 2008).

The findings of the bootstrap significance test for the total, indirect, and direct effects of organizational commitment on job performance and work motivation are presented in Table 4. The results indicate that both the indirect and direct effects of organizational commitment on job performance and work motivation are significantly positive, which aligns with the conclusions drawn from the hierarchical multiple regression analysis. Consequently, Hypotheses 4 and 7 are confirmed.

Table 4

Bootstrap Significance Test for Mediating Effects

Path	Effect	B	Boot (SE)	Boot LLCI	Boot ULCI	P value
Organizational commitment-work motivation-job performance	Total effect	0.267	0.027	0.213	0.321	0.000
	Direct effect	0.125	0.026	0.075	0.176	0.000
	Indirect effect	0.142	0.021	0.103	0.187	0.000
Organizational commitment-organizational communication-work performance	Total effect	0.286	0.029	0.229	0.342	0.000
	Direct effect	0.179	0.039	0.102	0.255	0.000
	Indirect effect	0.107	0.033	0.044	0.176	0.000

Notes. Mediation analyses include all the control variables. LLCI: Low Limit Confidence Interval; ULCI: Upper Limit Confidence Interval. Bootstrap samples: 5,000.

Conclusion and Discussion

Conclusions

The purpose of this study is to explore the impact of employees on organizational commitment and work performance after the COVID-19 epidemic. After the aforementioned statistical analysis, the research results are summarized in Table 5.

Table 5

Hypothesis Test Summary

Hypotheses	Result
H1: There is a significant positive relationship between organizational commitment and job performance.	Supported
H2: There is a significant positive relationship between organizational commitment and work motivation.	Supported
H3: There is a significant positive relationship between work motivation and job performance.	Supported
H4: Work motivation has a mediating effect on organizational commitment and job performance.	Supported
H5: There is a significant positive relationship between organizational commitment and organizational communication.	Supported
H6: There is a significant positive relationship between organizational communication and work motivation.	Supported
H7: Organizational communication has a mediating effect on organizational commitment and work motivation.	Supported

From the results, organizational commitment has a direct and obvious positive impact on work motivation and work performance, and organizational communication has a significant positive impact on work motivation. Work motivation has a significant positive impact on job performance. In terms of mediating effects, work motivation has a mediating effect on organizational commitment and job performance, and organizational communication has a mediating effect on organizational commitment and job motivation. From the results of the above collation, it can be seen that the research hypotheses are all supported.

Discussion

Overall, respondents' levels of organizational commitment and job performance indicated that they were able to cope and remained committed to their jobs and performing well amidst the post-COVID-19 pandemic challenges. Again, it shows their unwavering adherence to the professionalism required by their duties as employees. The results show that respondents believe that organizational commitment directly affects their job performance, that is, their performance will be affected by the level of organizational commitment. It turns out that the company has a strong sense of responsibility towards its employees, and because of this, they believe

that the dedication of each employee has an impact on their productivity. There appears to be a strong correlation between job performance and all of the independent factors in this study.

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