



The Impact of Work from Home on Employee Organizational Commitment In the Post-pandemic Era

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Abstract. The COVID-19 pandemic has transformed work dynamics, making 'work from home' a fundamental mode of employment. Simultaneously, the pandemic-induced economic downturn has triggered a wave of employee resignations. Recognizing the pivotal role of organizational commitment, leveraging it becomes imperative to address escalating employee turnover and declining work efficiency. This study, anchored in the perspective of employee organizational commitment, scrutinizes the influence of 'work from home' on employee job performance. Additionally, it delves into the moderating effect of environmental dynamism on organizational commitment within the context of remote work.

Keywords: Work from home, Job Performance, Organizational Commitment, Post-Pandemic Era.

1 Introduction

Amidst the COVID-19 pandemic, 'work from home' has evolved into an integral aspect of both professional and personal spheres. Despite its widespread implementation, remote work poses challenges such as reduced employee efficiency and hindered team collaboration. The blurring of boundaries between work and personal life inherent in remote work can disrupt the balance between these domains, subsequently impacting work efficiency and overall performance. Yet, a profound understanding of employees' unique circumstances and organizational empowerment of employee autonomy hold the potential to foster emotional commitment from employees towards the company. This emotional allegiance might serve as a catalyst for employees to elevate their work efficiency, consequently yielding a positive influence on overall work performance.

2 Theoretical Review

Boundary theory, provides invaluable insights into the intricate relationship between work and home life by delineating an individual's social life into interdependent domains: work and home, each with distinct roles and responsibilities. However, within the realm of remote work, these demarcations often blur, engendering complex interactions between work and home [1].

The onset of the pandemic and subsequent government-enforced lockdowns compelled a significant transition for many employees from traditional workplaces to remote settings, thereby introducing confusion and challenges in navigating the evolving dynamics between family and work [2]. Furthermore, employees grapple with the confluence of family responsibilities and work tasks, exacerbating the complexity [3]. Limited energy capacity often triggers conflicts when the demands of work and family intersect, leading to work-family conflict. Clear delineations between these roles traditionally mitigate and resolve conflicts by defining interests and providing guidelines for action [4]. Hence, boundary theory emerges as an indispensable lens for examining the work-life conflicts precipitated by remote work.

3 Hypothesize

Within the evolving landscape of work-from-home environments, job autonomy emerges as a pivotal element, fostering heightened accountability and commitment among employees [5]. This empowerment not only cultivates enthusiasm and trust but also fortifies personal commitment, thereby enhancing job performance and reducing turnover [6]. The experience of isolation resulting from remote work can have profound implications, leading to weakened emotional connections and a sense of detachment from the organizational fabric. This detachment often translates into reduced social belonging, heightening management pressures and resulting in negative outcomes, such as increased dissatisfaction and higher turnover rates [7]. The need for connectedness, both professionally and socially, remains vital to sustaining commitment in remote work setups. Moreover, psychological distress among remote employees has been closely associated with elevated stress levels, directly impacting commitment levels and the quality of interpersonal relationships [8]. Addressing mental well-being becomes pivotal in sustaining commitment and performance in remote work contexts. Furthermore, the synergy among these factors is striking. Job autonomy not only contributes to task completion and organizational benefits, but also acts as a catalyst in effective problem-solving and fostering a sense of professional accomplishment, potentially reducing turnover intentions [9].

To conclude, these intertwined relationships among various factors give rise to hypotheses about their impact on organizational commitment, fostering a holistic understanding of the interconnected nature of these elements:

H1: Job Autonomy positively impacts Organizational Commitment. H2: Isolation negatively influences Organizational Commitment. H3: Psychological Distress detrimentally affects Organizational Commitment. H4: Work-Family Conflict undermines Organizational Commitment.

4 Method and analysis

This study collected 203 online questionnaires from Chinese employees who actively engaged in remote work during the COVID-19 pandemic over a period of five weeks. Notably, achieving a 100% recovery rate of questionnaires further affirms the reliability and representativeness of the collected data.

A multiple regression analysis was conducted to assess the impact of several independent variables on organizational commitment (the dependent variable). Job autonomy, isolation, psychological distress, and work-family conflict were treated as independent variables. From the regression analysis (Table 1), it is evident that these independent variables collectively account for 40% of the variance in organizational commitment (adjusted R-square = 0.338). This suggests that 40% of the differences in organizational commitment can be explained by variations in job autonomy, isolation, psychological distress, and work-family conflict. However, it's important to acknowledge that the remaining 60% of the variance may be attributed to unexplored variables not encompassed in this study.

4.1 Correlation analysis

Correlation analysis was employed to examine the relationships among Organization Commitment, Job Autonomy, Isolation, Psychological Distress, and Work-Family Conflict, utilizing the Pearson correlation coefficient to quantify the strength of these relationships. As shown in Table 1, the results indicate a significant positive correlation between Organization Commitment and Job Autonomy ($r = 0.458, p < 0.01$). Similarly, a significant negative correlation was found between Organization Commitment and Isolation ($r = -0.482, p < 0.01$), Organization Commitment and Psychological Distress ($r = -0.496, p < 0.01$), as well as Organization Commitment and Work-Family Conflict ($r = -0.491, p < 0.01$). These findings suggest that Organization Commitment is significantly positively associated with Job Autonomy and significantly negatively associated with Isolation, Psychological Distress, and Work-Family Conflict.

Table 1. Correlation analysis results

	Average	Standard deviation	Organization commitment	Job autonomy	Isolation	Psychological distress	WF conflict
Organization commitment	3.277	0.997	Pearson correlation				
			Sig.(two-tailed)				
Job autonomy	3.400	0.913	Pearson correlation	0.458**	1		
			Sig.(two-tailed)	0.000			
Isolation	2.529	0.960	Pearson correlation	-0.482**	-0.427**	1	
			Sig.(two-tailed)	0.000	0.000		
Psychological distress	2.640	0.960	Pearson correlation	-0.496**	-0.425**	0.470**	1
			Sig.(two-tailed)	0.000	0.000	0.000	
WF conflict	2.637	1.039	Pearson correlation	-0.491**	-0.387**	0.448**	0.485**
			Sig.(two-tailed)	0.000	0.000	0.000	0.000

** Significantly correlated at the 0.01 level(two-tailed).

* Significantly correlated at the 0.05 level(two-tailed).

4.2 Linear regression analysis

Hypotheses testing By conducting a linear regression analysis with Job autonomy, Isolation, Psychological distress, and WF conflict as independent variables, and Organization commitment as the dependent variable, the model equation is as follows (insignificant coefficients are not included): $\text{Organization commitment} = 4.205 + 0.216 * \text{Job autonomy} - 0.207 * \text{Isolation} - 0.218 * \text{Psychological distress} - 0.214 * \text{WF conflict}$. The adjusted R-squared value of the model is 0.388, indicating that Job autonomy, Isolation, Psychological distress, and WF conflict account for 38.8% of the variance in Organization commitment. To test for multicollinearity, all the VIF values in the model are less than 5, suggesting the absence of multicollinearity issues. The Durbin-Watson (D-W) value is close to 2, indicating no autocorrelation in the model. Furthermore, the F-test for the model yields a significant result ($F = 33.015, p = 0.000 < 0.01$), indicating that at least one of the variables, Job autonomy, Isolation, Psychological distress, and WF conflict, has a significant relationship with Organization commitment. Overall, the model is deemed satisfactory. In conclusion, the analysis reveals that Job

autonomy, Isolation, Psychological distress, and WF conflict collectively explain 38.8% of the variance in Organization commitment. There is no evidence of multicollinearity, as indicated by the VIF values, and the model does not suffer from autocorrelation, as indicated by the D-W value. Additionally, the F-test confirms the overall significance of the model, implying that at least one of the variables influences Organization commitment. As shown in Table 2, the final specific analysis shows that:

Hypotheses 1 H1: Job Autonomy has a positive impact on Organization commitment The regression coefficient of Job autonomy is 0.216 (t=3.080, p=0.002).

Hypotheses 2 H2: Isolation has a negative impact on Organization commitment The regression coefficient of Isolation is -0.207 (t=-2.973, p=0.003).

Hypotheses3 H3: Psychologic distress has a negative impact on Organization commitment 49 The regression coefficient of psychological distress is -0.218 (t=-3.084, p=0.002).

Hypotheses 4 H4: WIF has a negative impact on Organization commitment The regression coefficient of WF conflict is -0.214 (t=-3.350, p=0.001).

Table 2. Linear regression analysis results(n=203)

	Unstandardized co-efficients		Standardized coefficient	t	p	VIF	R square	Adjusted Square	R _F
	B	Std. Error	Beta						
	4.205	0.395		10.635	0.000				
Job autonomy	0.216	0.070	0.198	3.080	0.002	1.362			
Isolation	-0.207	0.070	-0.199	-2.973	0.003	1.479	0.400	0.388	F (4,203) =33.015, p=0.000
Psychological stress	-0.218	0.071	-0.210	-3.084	0.002	1.532			
WF conflict	-0.214	0.064	-0.223	-3.350	0.001	1.461			

a Dependent variable: organizational commitment

D-W:2.039

5 Conclusion

This study has ventured into the complexities of work-from-home dynamics and their impact on organizational commitment, focusing on variables like job autonomy, isolation, psychological distress, and work interference with family. Supported by robust data validity tests, the findings offer valuable insights.

The results highlight a noteworthy positive correlation between job autonomy and organizational commitment, suggesting the potential significance of granting employees decision-making autonomy in fostering commitment. Conversely, we observed negative impacts on organizational commitment associated with increased isolation, emphasizing the value of social connections in fostering commitment in the workplace.

Moreover, the study underscores the influence of psychological distress as a detractor of organizational commitment, underscoring the importance for organizations to consider employee well-being through targeted interventions and stress management programs. Additionally, the identified negative relationship between work interference with family (WIF) and organizational commitment emphasizes the need for organizations to support work-life balance through flexible arrangements and policies.

Despite acknowledging limitations in sample size and potential biases, this study aims to contribute to the evolving landscape of remote work. It also encourages future research to explore specific contextual factors or conduct comparative studies across industries or cultural contexts.

In essence, as organizations navigate remote work's evolving landscape, a balanced approach between its advantages and challenges remains crucial. Implementing strategies that empower employees, nurture social connections, prioritize well-being, and support work-life balance may contribute to a more committed workforce and bolster organizational effectiveness and sustainability.

This study humbly seeks to contribute to the ongoing discourse and practical considerations in the remote work realm.

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