



Research Paper

The Study on Organizational Commitment, Work Motivation and Job Performance in the Post-COVID-19 Epidemic -The Mediating Effects of Work Motivation and Transformational Leadership

Kao-Shan Chen

(Business Administrations Department, Vanung University, Taiwan)

ABSTRACT: *The purpose of this study is to investigate the connection between the organizational commitment of employees and their job performance in the post-Covid-19 pandemic. Additionally, the study aims to explore the relationship between work motivation and transformational leadership as intervening variables to better understand how they interact with the correlation between organizational commitment and job performance. The study utilized hierarchical multiple regression analysis and the bootstrap method for analysis. The findings of the research demonstrate that there is a positive and significant impact of organizational commitment on work motivation and work performance. Furthermore, work motivation also has a significant and positive influence on work performance. Moreover, the relationship between job motivation and job performance is mediated by transformational leadership, and the relationship between organizational commitment and job performance is mediated by work motivation. This study intends to provide insights into the work conditions of organizations and employees after the Covid-19 pandemic and provide reference for business operators.*

KEYWORDS: *Organizational Commitment, Work Motivation, Transformational Leadership, Job Performance, Post-COVID-19*

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I. INTRODUCTION

The COVID-19 pandemic has caused disruptions worldwide, leaving many businesses uncertain about their future. To sustain their operations, companies are seeking innovative ways to adapt to the changing landscape. Organizational commitment plays a vital role in ensuring employees identify with the organization's objectives, resulting in increased efficiency and productivity. This is characterized by employees' belief in the organization, acceptance of its goals and values, and willingness to work harder. Such commitment is crucial in achieving the company's strategic objectives. Work performance is a critical component of organizational success, with companies requiring employees who consistently perform above expectations. Managers need to stimulate employees' efforts and abilities through motivation, communication, and performance management. This study seeks to investigate the impact of organizational communication, commitment, and job motivation on work performance after the COVID-19 epidemic. Past research has shown that organizational commitment and job motivation are linked to job performance, while transformational leadership promotes ethical behavior and motivation in employees. However, it remains unclear whether job performance will remain consistent with prior research after the pandemic.

II. LITERATURE REVIEW

2.1 Organizational Commitment, Work Motivation and Job performance

Hu et al. (2020) defines organizational commitment as the extent to which employees are devoted to their organization, including their desire to maintain membership, their willingness to work diligently for the organization, and their acceptance of its values. Employee loyalty involves emotional attachment and moral responsibility, as committed employees consider how their commitment affects their work and future job

prospects. Committed employees feel it is their duty to help the organization achieve its strategic goals. Prior research has shown that employees who are committed to their organization are more likely to continue working there. Meyer & Allen (1991) suggest that organizational commitment arises from a sense of obligation to remain with the organization due to the employee's responsibilities and obligations. Social exchange theory proposes that organizational commitment is based on the give-and-take relationship between the organization and its employees, where employees feel obligated to repay the organization for its investment in them to improve their job performance. Job performance is the result of the application of an employee's abilities, skills, and aptitudes in the workplace. Employees with high work commitment tend to be more energetic and perform better than those with low work commitment. Motivation is the driving force behind an employee's desire to achieve goals and perform well. Work motivation is influenced by various needs, which leaders must understand to enhance employees' sense of responsibility and commitment. Motivation drives work, boosting morale and cooperation among employees to achieve goals. Work motivation affects job performance, and stronger work motivation generally leads to better job performance. This study aims to investigate whether employees' sense of responsibility after the epidemic has increased their work commitment, whether work motivation mediates the relationship between organizational commitment and job performance, and whether work motivation affects job performance. Based on the above literature, this study establishes the research hypothesis:

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

2.2 Work Motivation, Transformational Leadership and Job Performance

The way in which employees are inspired to behave in a particular manner is referred to as work motivation, which is influenced by various motivation theories, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, equity theory, and Skinner's reinforcement theory. Maslow's theory suggests that employees are motivated based on their needs, arranged hierarchically, with lower needs being met first. Herzberg's theory proposes that employees are inspired by both intrinsic factors, such as career advancement, and extrinsic factors, such as salary. According to Stacey Adams' equity theory, work motivation is influenced by an employee's perception of fair treatment in exchange relationships, such as compensation. Finally, Skinner's reinforcement theory states that employees are more likely to repeat behaviors that result in positive outcomes and avoid behaviors that lead to negative outcomes (Mohammad et al., 2020; Bawa, 2017).

Transformational leadership is a process in which leaders and followers motivate each other to create a high level of ethics and motivation related to their primary tasks and shared functions. This style of leadership will be able to raise awareness among followers by presenting productive ideas, synergistic relationships, responsibility, educational attention, shared ideals and moral values. According to Ergeneli et al. (2007), transformational leadership is leadership possessed by a manager or leader whose abilities are uncommon and transformed through the ability to fulfill mission, encourage members to learn, and provide inspiration. Explain to subordinates the various things that need to be known and done. In his view, leadership is basically the ability to adapt to change, so the essence of transformational leadership is the ability of leaders to lead people and organizations to adapt to change for future success. Asbari (2021) showed that transformational leadership styles have a positive and significant impact on employee performance. This suggests that the better the transformational leadership style is applied to employees, the higher their performance will be.

Transformational leaders encourage their followers to reach their full potential, even exceeding their own performance expectations (Bass, 1985; Newland et al., 2015). These leaders drive performance by reflecting on how to improve positive outcomes for their teams. According to Bass (1985), we can relate a number of behaviors to transformational leadership: inspirational motivation or a leader's ability to encourage teamwork and provide direction through meaningful and challenging tasks; idealized influence, when a leader occurs when influencing their subordinates in a way that allows them to be seen as role models by those subordinates (for example, they maintain high ethical standards and share risks with subordinates); personal consideration or leader interaction with each subordinate and the ability to consider their individual needs and aspirations for personal growth; and intellectual stimulation, which refers to a leader's ability to empower and incorporate subordinates into decision-making processes and provide opportunities for creativity and work skills. Therefore, it can be inferred that when there is transformational leadership involved, work performance will also improve. Based on the above literature, this study establishes the research hypothesis:

H5: There is a significant positive relationship between Work Motivation and transformational leadership

H6: There is a significant positive relationship between transformational leadership and job performance

H7: Transformational leadership has a mediating effect on work motivation and job performance

III. METHODOLOGY

3.1 Research Framework

The aim of this study is to investigate the impact of organizational commitment and transformational leadership on employees' work motivation and work performance following the COVID-19 pandemic. To achieve this, the study presents a research framework that is informed by relevant literature and aligned with the research objectives. (see Figure 1). In this paper, Pearson correlation is used to understand the relevant situation of the tested samples in terms of organizational commitment, work motivation, transformational leadership and work performance after the COVID-19 epidemic, and stepwise regression analysis is used to test whether there is a mutual relationship between them. Then, using the PROCESS software developed by Hayes (2017), using Model 4 in the plug-in model to conduct bootstrap analysis (Bootstrap) repeated 5000 sampling analyzes to test the mediating effect of work motivation on organizational commitment and work performance, and the impact of transformational leadership on work The mediating role of motivation and job performance. Among the research variables, the independent variable is organizational commitment, the mediator variable is work motivation and transformational leadership, and the dependent variable is work performance. The research model is shown in Figure 1 below.

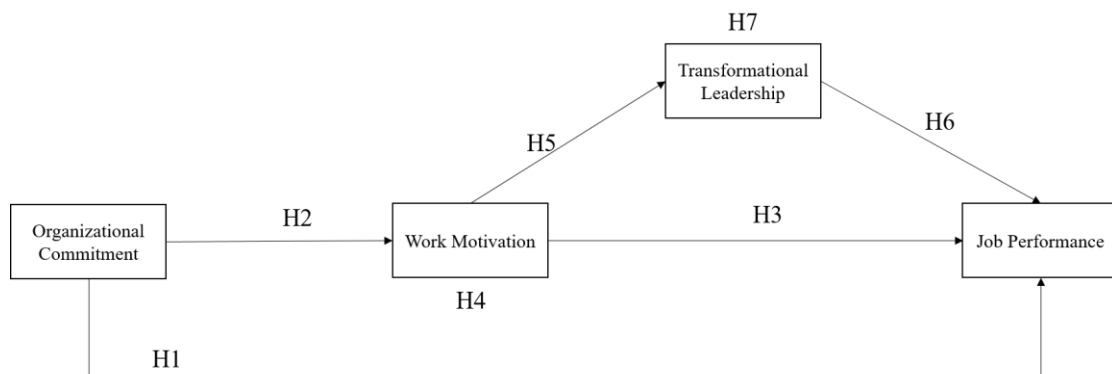


Figure 1. Research Model

3.2 Sample and Data Collection

The study includes 485 valid samples, with participant characteristics encompassing five factors: gender, age, marital status, education, and occupation. Meanwhile, personnel characteristics include three factors: average monthly income, job nature, and job title. With regard to gender, there were 179 male participants, accounting for 36.9%, and 306 female participants, accounting for 63.1%. As for age, the largest group was individuals aged 36-40, comprising 118 participants or 24.3%, followed by those aged 31-35, accounting for 97 participants or 20.0%. In terms of marital status, 246 individuals were unmarried, representing 50.7%, while 239 were married, representing 49.3%. The majority of participants, 269 individuals or 55.5%, had completed university education, while 105 participants or 21.6% had completed junior college education. The service industry had the most participants, with 179 individuals or 36.9%, followed by the manufacturing industry with 127 individuals or 26.2%. In relation to average monthly income, the highest category was 30,001-50,000, with 273 participants, representing 56.3%, while the lowest category was above 70,001, with only 37 participants, representing 7.6%. With respect to job nature, 395 participants worked in internal services, accounting for 81.4%, while 90 participants worked in external services, accounting for 18.5%. Finally, grassroots employees were the largest professional title group, with 323 participants or 66.6%, followed by grassroots supervisors with 108 participants or 22.3%.

3.3 Reliability and Validity Analysis

The research employed a questionnaire survey method consisting of four sections: organizational commitment, organizational communication, work motivation, and work performance. The content of the questionnaire was developed based on a thorough review of previous literature, adoption of relevant theoretical frameworks, and selection of key theoretical components suitable for the research background and scope. The organizational communication scale was adapted from Roberts and O'Reilly's (1974) work, while organizational commitment was based on Meyer and Allen's (1991) scale, which divides organizational commitment into three dimensions and measures them separately. The work motivation items were revised from the work preference scale proposed by Amabile (1998), and the work performance scale was adapted from Fernández et al.'s (2019) work.

To ensure the reliability and validity of the study's measurements, a confirmatory factor analysis was conducted. The composite reliability (CR) and Cronbach's alpha were used to evaluate construct reliability, with the findings indicating high levels of reliability that exceeded the recommended minimum value of 0.7 for both CR and Cronbach's alpha (Hayes, 2017). Additionally, convergent and discriminant validity tests were conducted to assess the constructs' dimensionality. All items had clear loadings on their intended factors, with factor loadings above the 0.60 cutoff value, and the average variance extracted (AVE) for each scale was higher than the 0.5 threshold, indicating an appropriate level of convergent validity (Nunnally, 1967). These results support the validity of the factor solution. After deleting inappropriate items, the Cronbach α values of all facets were higher than 0.8 (organizational commitment=0.827, work motivation=0.824, transformational leadership = 0.960, work performance=0.832), indicating good internal consistency and high reliability. Confirmatory factor analysis was carried out on the sample data of 485 participants, with the results presented in Table 1.

Table 1. Results of confirmatory factor analysis (n = 485)

Factors	Item	Factor loading	S.E.	CR	AVE	Cronbach's α
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	0.824
	WM2	0.755***	0.6426			
	WM3	0.814***	0.7093			
	WM4	0.742***	0.6482			
Transformational Leadership	TL1	0.818***	0.8722	0.917	0.574	0.960
	TL2	0.815***	0.9001			
	TL3	0.828***	0.8334			
	TL4	0.840***	0.8550			
	TL5	0.849***	0.8657			
	TL6	0.826***	0.9304			
Job Performance	JP1	0.764***	0.68253	0.867	0.570	0.832
	JP2	0.758***	0.67947			
	JP3	0.786***	0.68574			
	JP4	0.707***	0.71205			
	JP5	0.757***	0.70046			

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

IV. FINDING

4.1 Descriptive Statistics and Correlations

Table 2 presents the means, standard deviations, and correlations among the variables. The correlations between the variables are all positive and significant, consistent with our hypotheses and in line with the presumed direction of the relationships. As anticipated, the direct relationships between the variables have higher correlations than the indirect relationships. We examined the variance inflation factor (VIF) scores to

ensure the absence of multicollinearity, and our examination indicated that none of the variables exhibited multicollinearity. Furthermore, 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	-	0.412**	0.640**	0.405**
2. Work Motivation	3.9505	0.50527	0.412**	-	0.444**	0.601**
3. Transformational Leadership	3.6220	0.71723	0.640**	0.444**	-	0.360**
4. Job Performance	3.9847	0.48106	0.405**	0.601**	0.360**	-

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

4.2 Hierarchical Multiple Regression Analysis

Subsequently, the study employed hierarchical multiple regression analysis to investigate the relationship among organizational commitment, work motivation, transformational leadership and work performance. After processing the data, the analysis included demographic variables such as gender, age, marriage, education, and occupation as control variables. Organizational commitment was the independent variable, job performance was the dependent variable, and work motivation and transformational leadership were the mediating variables. The results of the analysis are presented in Table 3.

Models 1 to 6 in Table 3 show the outcomes of the multiple regression analysis that examined the impact of organizational commitment on work motivation and job performance, as well as the influence of transformational leadership on work motivation and job performance, including all control variables. The coefficients for organizational commitment on job performance, organizational commitment on work motivation, and work motivation on job performance were all significant and positive, thereby confirming Hypotheses 1, 2, and 3. Moreover, the coefficients for organizational commitment on work motivation and work motivation on transformational leadership, and transformational leadership on job performance were both significant and positive, supporting Hypotheses 5 and 6.

Table 3. Hierarchical multiple regression for work motivation and job performance.

	Job Performance					
	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***
Transformational Leadership					0.360***	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***

Note: *** p < 0.001, ** p < 0.01, * p < 0.05.

4.3 Statistical Inference Test for Mediation Effects

Baron and Kenny (1986) proposed the causal step approach, which does not require a formal quantification of the indirect effect or the need for inferential testing. Therefore, to statistically estimate the indirect effects in our mediation models, we used a bootstrap method with 5000 samples (Preacher & Hayes, 2008) to compute the lower limits (LLCI) and upper limits (ULCI) of a 95% confidence interval.

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 and work motivation on job performance 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
Work motivation- Transformational leadership-work performance	Total effect	0.572	0.035	0.504	0.640	0.000
	Direct effect	0.523	0.038	0.447	0.598	0.000
	Indirect effect	0.049	0.022	0.009	0.096	0.000

Note: Mediation analyses including all the control variables. LLCI: Low Limit Confidence Interval; ULCI: Upper Limit Confidence Interval. Bootstrap samples: 5000.

V. CONCLUSION AND DISCUSSION

5.1 Conclusions

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

Table 5. Hypothesis test results

Hypothesis	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 Work Motivation and transformational leadership	Supported
H6: There is a significant positive relationship between transformational leadership and job performance	Supported
H7: Transformational leadership has a mediating effect on work motivation and job performance	Supported

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

5.2 Discussion

In general, the respondents demonstrated a high level of organizational commitment and job performance despite the challenges posed by the post-COVID-19 pandemic situation, indicating their steadfast commitment to fulfilling their professional duties as employees. The results further suggest that respondents perceive organizational commitment as directly influencing job performance, with the level of commitment

affecting their productivity. This finding underscores the company's strong sense of responsibility towards its employees, recognizing that the dedication of each employee contributes to their overall productivity. Overall, the study found a robust correlation between job performance and all independent factors examined.

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