

# Effect of work from home which impacted on turnover intention during covid-19 pandemic

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## ARTICLE INFO

### Article history:

Received Jun 8, 2023

Revised Jun 10, 2023

Accepted Jul 1, 2023

### Keywords:

Commitment;  
Motivation;  
Satisfaction;  
Turnover;  
WFH.

## ABSTRACT

The implementation of the Work From Home (WFH) policy is believed to be able to suppress the growth rate of COVID-19 cases, so this policy was enacted to slow the spread of Covid-19 while preventing sustainable economic losses. This study aims to determine the relationship and analyze the effect of WFH on job satisfaction, organizational commitment, and work motivation that has an impact on turnover intention in the technological era during the Covid-19 pandemic. The respondents in this study were 207 respondents of employees working in start-up companies, especially technology-based companies in the Jabodetabek area on a local and national scale which were taken using the purposive sampling method. This research is quantitative and uses the PLS Structural Equation Model (SEM-PLS) analysis tool. The results of this study show that WFH has a positive and significant effect on job satisfaction, organizational commitment, and work motivation. Then job satisfaction and organizational commitment have a negative and insignificant effect on turnover intention but work motivation does not have a negative effect on turnover intention. This research contributes to increasing knowledge about the impact of WFH on employee behavior at work, and can be a consideration for companies to develop new strategies to create a good work environment.

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## 1. Introduction

World Health Organization (WHO) has declared the Covid-19 case a pandemic in Indonesia in March 2020, COVID-19 has caused a high death rate and many negative impacts on several health and economic aspects. However, we must also pay attention to the morbidity and social impacts that may arise, both due to the pandemic itself and the policies implemented to overcome it (Bavel *et al.*, 2020; Prabowo *et al.*, 2021). In order to suppress the growth rate of COVID-19 cases, the Indonesian government has taken various policies, one of which is by implementing a work from home policy or commonly called Work From Home (WFH) for both private and government employees (Djalante *et al.*, 2020; Prabowo *et al.*, 2021). According to Daraba *et al.* (2021); Mustajab *et al.* (2020) WFH is believed to be a means to slow the spread of Covid-19 while preventing sustainable economic losses. Governments around the world are struggling to implement stringent measures, while at the same time having to prevent further economic losses. Thus, the decision to implement the current WFH policy is the most effective choice.

Researchers argue that WFH can be done by utilizing technology from various types of existing platforms to communicate, it can make workers feel safe from the risk of contracting Covid-19. WFH can improve performance, reduce imbalances between work and family, reduce stress levels, and reduce turnover intention (Anderson *et al.*, 2015; Coenen & Kok, 2014; Contreras *et al.*, 2020; Fonner & Roloff, 2010; Kossek *et al.*, 2006). However, this benefit can be proven if employees get managerial support, support from

colleagues, and support in the form of adequate technological means. WFH can help reduce the negative impacts arising from social isolation and reduce conflict between work and family and reduce work-life balance problems (Contreras *et al.*, 2020). WFH also provides more flexibility for employees to handle family issues because they can work anywhere, thus strengthening family relationships and allowing employees to divide time between their personal and work tasks. In addition, WFH allows employees to regulate their work rhythm and avoid interference from other employees. Lack of direct supervision can reduce employee stress at work. In addition, WFH can remove the burden of employee and organizational absences because employees can still do their work and responsibilities when not in the office. These benefits lead to greater loyalty and commitment to the organization, job satisfaction, work-life balance, and well-being. With the implementation of WFH, it can certainly have a positive impact on various aspects such as increasing organizational commitment, increasing job satisfaction and work motivation so as to reduce turnover intention.

According to Kazekami (2020) WFH also affects employee happiness and job satisfaction, it is also supported by Candel & Arnăutu (2021) who argue that there is a positive influence between WFH and job satisfaction. According to Komari & Djafar (2013) WFH also affects organizational commitment where an employee who is WFH will have better work productivity so as to increase work ethic which will have a positive influence on the employee's organizational commitment. Rupietta & Beckmann (2017) also found that WFH has a positive and significant effect on work motivation. Therefore, WFH has an important role where employees who apply WFH more often will have high work motivation.

Kaliyamoorthy *et al.* (2018) said an employee's work motivation is influenced by the success of a company in motivating its employees to keep working enthusiastic. If the employee has a high sense of work motivation, turnover intention will tend to be lower. According to Els *et al.* (2021) and Esmaeilpour & Hamidianpour (2014) Employees who want to remain members of the organization and always try their best to complete their work can increase organizational commitment and thus reduce turnover intention. In addition, according to Dos Santos (2016) If employees are satisfied with the results of their work, it will negatively affect turnover intention, where the increasing job satisfaction owned by employees will further reduce turnover intention.

Several previous studies have discussed the relationship between WFH and job satisfaction (e.g., Candel & Arnăutu, 2021; Hsu *et al.*, 2019; Kazekami, 2020; Sousa-Uva *et al.*, 2021), WFH with organizational commitment (e.g., Komari & Djafar, 2013; Machokoto, 2020; Szczepańska-Woszczyzna, 2015), WFH with work motivation (e.g., Rupietta & Beckmann, 2017), Job satisfaction with turnover intention (e.g., Dos Santos, 2016; Girma, 2019; Saidu, 2018; Sims *et al.*, 2016), Organizational commitment with turnover intention (e.g., Els *et al.*, 2021; Khan *et al.*, 2021; Lixel Q. Lantican, 2021), Work motivation with turnover intention (e.g., Bonenberger *et al.*, 2014; Kaliyamoorthy *et al.*, 2018; Qureshi, 2013), however, currently there are still few studies that discuss the relationship between WFH variables, job satisfaction, organizational commitment, work motivation, and turnover intention in one study. Then, there are still few measuring instruments used in this study and also this research was carried out at the end of the Covid-19 pandemic or the transition period at the beginning of 2022 so that it can be a consideration for companies to implement WFH or hybrid policies. This study will be conducted on employees of start-up companies that implement WFH during the Covid-19 pandemic. The purpose of this study is to determine the relationship and analyze the effect of WFH on job satisfaction, organizational commitment, and work motivation that has an impact on turnover intention in the technological era during the Covid-19 pandemic. The impact of this research is expected to provide new knowledge about the impact of work from home on employee behavior during the Covid-19 pandemic. In addition, this research can contribute to companies as a consideration for developing new strategies to create a good work environment.

## 2. Research Method

Work From Home (WFH) variables use measurements from Neufeld & Fang (2005) which totals ten questions. Job Satisfaction variables use measurements from Irawanto *et al.* (2021) which totaled five questions. The Organizational Commitment variable uses measurements from Tanpipat *et al.* (2021) which totaled six questions. Work Motivation variables use measurements from Popoola & Fagbola (2021) which totaled fifteen questions. The variable Turnover Intention uses measurements from Dysvik & Kuvaas (2013) which totaled five questions. The number of questionnaires distributed was 322 respondents while those who met the research criteria were 207 respondents and 115 respondents did not meet the criteria, such as not

working in a start-up company, the company where they worked did not apply WFH, had not worked for at least 1 year, and was not a permanent employee.

The method used for data collection in this study was an online survey. The distribution of the questionnaire will be done through Google Form. To measure the value of a variable using a Likert scale with an interval of 1 to 5. The population in this study is employees working in start-up companies that have currently implemented WFH as a result of the Covid-19 pandemic. This research will be conducted in April - June 2022.

The method used in this study is purposive sampling technique, then the researcher will choose his own sampling according to the desired criteria. This study uses samples in the form of employees who work in start-up companies, especially technology-based companies in the Jabodetabek area on a local and national scale, employees who have implemented WFH with a minimum period of 3 months at the end of the Covid-19 pandemic or the transition period at the beginning of 2022, and have worked at the company for at least 1 year.

The results of this study will be obtained using SmartPLS to measure validity and reliability tests. This research is quantitative and applies the Structural Equation Model (SEM) analysis method. Techniques in conducting data collection by distributing initial questionnaires (pre-test) to 30 respondents. The results of the pre-test 41 questions, for the work from home variable there are 6 credible questions from a total of 10 questions, the job satisfaction variable there are 4 credible questions from a total of 5 questions, the organizational commitment variable there are 2 credible questions from a total of 6 questions, the work motivation variable there are 4 credible questions from a total of 15 questions, and the turnover intention variable there are 3 credible questions from a total of 5 questions. Thus, the questionnaire in this study was as many as 19 questions. Thus, the research sample to be taken as many as 95 respondents or at least five times the number of questions (Hair *et al.*, 2014).

### 3. Results And Discussions

This study use sample number was 207 respondents. Respondents in this study were permanent employees working in start-up companies. From a total of 207 respondents, a ratio of men 22.7% and women 77.3%, a comparison of the ages of 20-30 years 96% and 31-40 years old 4%, a comparison of the last education Diploma 9.6%, S1 87.6%, and S2 2.8%. Validity and reliability tests carried out in accordance with references from (Hair *et al.*, 2014). The findings explain the indicator variables on each latent variable meet the requirements. The results of the validity test measurement in this study can be accepted and said to be valid because most indicators in each variable have a Loading Factor greater than 0,70.

The results in the study have met the overall requirements of the results of Composite Reliability and Average Variance Extracted values. (Hair *et al.*, 2014) said the Composite Reliability (CR) test value must have a value above 0.6 as a condition of reliability. It can be seen that CR and AVE on the work from home variable (CR = 0.879; AVE = 0.550), job satisfaction (CR = 0.864; AVE = 0.616), organizational commitment (CR = 0.870; AVE = 0.770), work motivation (CR = 0.817; AVE = 0.528), turnover intention (CR = 0.926; AVE = 0.807). In this case, the reliability of the 5 variables above has good consistency.

This study conducted a structural test analysis to be able to determine the R2 value in each equation, in order to determine the effectiveness of the independent variable in explaining the dependent variable. Based on the SEM analysis obtained the results of the first analysis, the work from home variable affects the job satisfaction variable with an R2 value of 0.182. Therefore, it can be interpreted that 18.2% of the variance of job satisfaction can be explained by work from home while 81.8% can be explained by other factors that influence these variables that are not contained in this study. Then the analysis of the two work from home variables affects the organizational commitment variable with an R2 value of 0.128. Thus, it can be interpreted that 12.8% of the variance of organizational commitment can be explained by work from home while the remaining 87.2% can be explained by other variables not contained in this study. Furthermore, the analysis of all three work from home variables affects varia. Thus, it can be interpreted that 21.9% of the variance of work motivation can be explained by work from home while 78.1% can be explained by other factors that influence these variables that are not contained in this study. In the fourth analysis, the variables of job satisfaction, organizational commitment, and work motivation affect the variable turnover intention with an R2 value of 0.038. Thus, it can be interpreted that 3.8% of the variance of turnover intention can be explained by job satisfaction, organizational commitment, and work motivation while 96.2% can be

explained by other variables that are not contained in this study. The results of the study are as illustrated in Figure 1 of the following T-Value diagram:

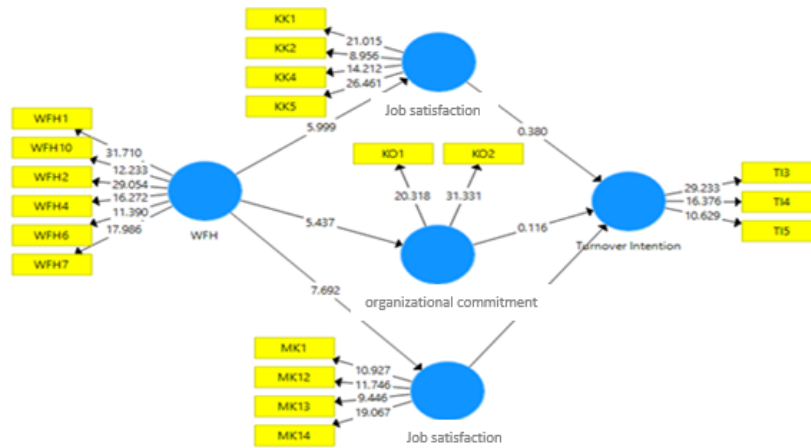


Figure 1. Path Diagram T-Value

Based on figure 1 of the T-Value Path Diagram above, it can be presented testing the research hypothesis as follows:

Table 1. Research Model Hypothesis Test

Hypothesis	Hypothesis Statement	T-Value	P-Value	Information
H <sub>1</sub>	WFH positively affects job satisfaction	5,999	0,000	The data support the hypothesis
H <sub>2</sub>	WFH positively affects organizational commitment	5,437	0,000	The data support the hypothesis
H <sub>3</sub>	WFH has a positive effect on work motivation	7,692	0,000	The data support the hypothesis
H <sub>4</sub>	Job satisfaction negatively affects turnover intention	0,380	0,704	The data support the hypothesis
H <sub>5</sub>	Organizational commitment negatively affects turnover intention	0,116	0,908	The data support the hypothesis
H <sub>6</sub>	Work motivation negatively affects turnover intention	2,105	0,036	The data do not support the hypothesis

Source : processed by the author

Based on table 1 of the Research Model Hypothesis Test above, it can be analyzed that WFH has a positive and significant effect on job satisfaction, with a value of  $t = 5.999 > 1.96$  and  $p = 0.000 < 0.005$ . WFH has a positive and significant effect on organizational commitment, with a value of  $t = 5.437 > 1.96$  and  $p = 0.000 < 0.005$ . WFH has a positive and significant effect on work motivation, with  $t = 7.692 > 1.96$  and  $p = 0.000 < 0.005$ . Job satisfaction had a negative and insignificant effect on turnover intention, with values  $t = 0.380 < 1.96$  and  $p = 0.704 > 0.005$ . Organizational commitment had a negative and insignificant effect on turnover intention, with values  $t = 0.116 < 1.96$  and  $p = 0.908 > 0.005$ . Work motivation had no negative and insignificant effect on turnover intention, with values  $t = 2.105 > 1.96$  and  $p = 0.036 > 0.005$

Table 2. Test Mediation

	T Statistics	P Values
WFH -> Turnover Intention	1,876	0,061
WFH -> Job Satisfaction -> Turnover Intention	0,363	0,717
WFH -> Organizational Commitment -> Turnover Intention	0,110	0,912
WFH -> Work Motivation -> Turnover Intention	2,053	0,041

Source: processed by the author

Based on table 2 above, it can be analyzed that WFH is negative and insignificant for job satisfaction and turnover intention (no mediation), then WFH is also negative and insignificant for organizational commitment and turnover intention (no mediation), and WFH is positive and insignificant for work motivation and turnover intention (no mediation). Although the results of the mediation test showed no significance overall, the results of the work motivation mediation test were greater when compared to the results of the direct mediation test.

In this study, there are results that show that WFH has a positive and significant effect on employee job satisfaction in start-up companies. With WFH, these employees can balance flexibility between their personal, family, and work lives so that these employees feel satisfaction at work. When satisfaction in work has been fulfilled, the emotion generated from the employee will be quite good and pleasant, so it will make the employee love his job, not easily bored, and become more productive, but if the employee does not get satisfaction at work then the employee can become frustrated. This is supported by the statement Bloom (2014); Candel & Arnăutu (2021); and Hanaysha & Tahir (2016) that WFH has an influence on employee job satisfaction.

Then this study also states the results that WFH has a positive and significant effect on employee organizational commitment to start-up companies. This is in line with research conducted by Kniffin *et al.* (2021); Komari & Djafar (2013); and Luthans & Broad (2020) that the implementation of WFH in several companies, especially start-ups, can make these employees productive so that the work ethic produced is quite high, then the existence of WFH can also reduce work stress and can increase employee work loyalty so that employees who have organizational commitment can be seen from the attitude, behavior, and emotional attachment of these employees to their organizations.

In this study, there are also results that prove that WFH has a positive and significant effect on the work motivation of employees working in start-up companies. When the company implements the WFH policy, the company's management indirectly supports and gives confidence to employees to do and complete their work in their own way, then indirectly also supports employees in terms of the facilities and infrastructure provided in order to work effectively and efficiently in achieving organizational goals. This is supported by the statement Chandrakant (2017) and Rupiotta & Beckmann (2017) that WFH has an influence on employee motivation.

This study also states and proves that job satisfaction has a negative and insignificant effect on employee turnover intention in start-up companies. This is in line with studies researched by Dasilveira *et al.* (2020) and Rahman (2020) That there are so many aspects that affect an employee's job satisfaction, when the employee has got what he wants, the employee will feel happy and comfortable working in the company. Thus, the company's management needs to pay attention to employee job satisfaction because it is very important to reduce the desire of employees to change workplaces.

Furthermore, this study also revealed that organizational commitment has a negative and insignificant effect on employee turnover intention in start-up companies. When employees feel a pleasant work environment, feel valued, given opportunities and trust to create, there is a sense of family in the organization, involved in achieving organizational goals, and are given opportunities for careers and promotions in a democratic and transparent way, then the desire of employees to change workplaces will be low. In addition, of course, it also has a positive effect on the organization, these employees will increase their excellence and achievements to improve competence so that they can achieve organizational goals and be maximally involved and dedicated to the progress of the organization. This is in line with the study Els *et al.* (2021); Esmailpour & Hamidianpour (2014); and Rawashdeh & Tamimi (2020) that organizational commitment has an influence on turnover intention.

However, in this study there are results that state that work motivation does not negatively affect employee turnover intention in start-up companies. This may be because to meet the needs of life during a pandemic like that time is very difficult so even though they get support and motivation from their superiors or colleagues but they do not get what they want, their intention to move will be high. Start-up companies basically do not have a patent system and tend to still change according to existing conditions, jobdesc is still unclear so that each employee can do more than one job, high pressure because start-up companies have high targets so that they can develop quickly, and in terms of age, in this study the most dominant age is 20-30 years with 96% where the millennial generation has a percentage highest working in start-up companies. Therefore, this is the reason for high turnover intention where the millennial generation has a high curiosity and wants to try new things. This is not in line with the opinions and results of research conducted by Kosi *et*

al. (2015) and Baah & Amoako (2011) but supported by the statement Ertas (2019) that work motivation has no effect on turnover intention. Although there are many benefits felt by employees, it is not necessarily able to make these employees decide to remain loyal to their organization.

#### 4. Conclusion

The results of this study show that WFH increases job satisfaction, organizational commitment, and work motivation. In addition, job satisfaction and organizational commitment have been shown to decrease turnover intention, but work motivation does not decrease turnover intention. The managerial implication of this study is how an organization can provide what employees need and want to reduce turnover intention in the Covid-19 pandemic situation. First, with WFH there are some employees who feel that they are not productive and the work they do longer is completed because there is interference from family members, so it needs to be considered when implementing WFH so that employees can maximally complete their work. Second, job satisfaction is proven to have an important role in turnover intention, so organizations need to know what the employees want, one of which is the suitability of the salary received. Therefore, KPI is one of the appropriate ways to measure the ability of each employee so that what the company provides is in accordance with the ability of the employee. Third, organizational commitment is also proven to have an important role in turnover intention, so the organization has care, sensitivity, and attention to its employees, one of which is the emotional attachment between the organization and its employees. Organizations need to create a comfortable work and social environment for their employees, even from superiors to subordinates must support it because this is the basis for employees to have a good emotional attachment to the organization. Fourth, work motivation has not been proven to have an important role in turnover intention, one of which is inflexible working hours and lack of compatibility between the organization and its employees. Therefore, organizations need to consider more flexible working hours when employees work from home and create a working atmosphere and way of working that is acceptable to employees. Fifth, high turnover intention indicates that there is something that must be changed from the organization, such as employees feeling less satisfied with the salary given, not given career opportunities, lack of relationships between superiors and subordinates, and others. Therefore, organizations need to facilitate employees with training to develop their abilities, be given trust to maximize the abilities of their employees, and also provide opportunities for employees to express their opinions regarding their organizations

This study has several limitations that can be used as suggestions in the future, namely first, respondents in this study are only limited to employees who WFH and work in start-up companies, different research results can be found when using other respondents such as employees who work in hybrid and work in start-up companies engaged in certain fields or companies that are not start-ups. Second, this study only discusses the relationship between WFH, job satisfaction, organizational commitment, work motivation, and turnover intention directly, there are no mediating variables that can be the result of differentiation. Third, there are other factors that may affect turnover intention, such as organizational culture and leadership that can be tested in the future to prove whether or not turnover intention has an effect. Fourth, it is necessary to re-examine the relationship of variables. Suggestions for future research are to use other respondents such as employees who work in a hybrid manner and work in start-up companies engaged in certain fields or companies that are not start-ups, use mediation variables to get different results, use other variables that affect turnover intention, and need to be re-examined on the variables studied between pandemic and endemic situations.

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