Development of Organizational Commitment Models to Improve Human Resources Performance

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Abstract: Adaptation in Universities during the pandemic certainly affects human resources performance. This study aims to develop a model of organizational commitment in Universitas Tidar based on the foci commitment in order to improve human resources performance. Foci commitment consists of commitment to the institution, commitment to leaders, commitment to colleagues, and commitment to customers in this case are students. The population of this study was all human resources both lecturers and educational staff. The sample of respondents used was 102 based on the cluster sampling method. Data were collected through a questionnaire. This study used a Structural Equation Model (SEM) as the data analysis method. The results showed that the proposed model was fit and all hypotheses were accepted. The results of the research are expected to become a consideration and evaluation for policymakers to formulate appropriate policies to increase organizational commitment and human resources performance at Universitas Tidar.

Keywords: foci commitment, organizational commitment, HR performance.

Abstrak: Adaptasi oleh Perguruan Tinggi di masa pandemi tentu mempengaruhi kinerja sumber daya manusianya. Penelitian ini bertujuan untuk mengembangkan model komitmen organisasi di Universitas Tidar berdasarkan *foci of commitment* dalam rangka meningkatkan kinerja sumber daya manusia. *Foci of commitment* terdiri dari komitmen terhadap institusi, komitmen terhadap pimpinan, komitmen terhadap rekan kerja, dan komitmen terhadap pelanggan dalam hal ini adalah mahasiswa. Populasi penelitian ini adalah seluruh sumber daya manusia baik dosen maupun tenaga kependidikan. Sampel responden yang digunakan adalah 102 berdasarkan metode *cluster sampling*. Pengumpulan data dilakukan melalui kuesioner. Penelitian ini menggunakan *Structural Equation Model* (SEM) sebagai metode analisis data. Hasil penelitian menunjukkan bahwa model yang diajukan sudah fit dan semua hipotesis diterima. Hasil penelitian ini diharapkan dapat menjadi bahan pertimbangan dan evaluasi bagi pengambil kebijakan untuk merumuskan kebijakan yang tepat agar meningkatkan komitmen organisasi dan kinerja sumber daya manusia di Universitas Tidar.

Kata kunci: komitmen foci, komitmen organisasi, kinerja SDM.

INTRODUCTION

Human resources are important assets to support the success of an organization. Human resources are the implementers of all organizational policies so they need to be equipped with adequate knowledge. Management in the company needs to realize that human resource is important. Current technological advances need to be supported by human resource factors because human resources still play an important role. The role is that the success or failure of an organization is determined by the human resource performance. The success of a company is very dependent on the performance of the company. The performance of a company depends on the performance of its employees where each employee is a driving force for the running of a company. Good performance from employees will have a direct impact on the progress the company gets.

Universitas Tidar (UNTIDAR) is one of the new state universities in Indonesia. As part of a government agency, UNTIDAR needs to implement regulations and policies set by the government, in this case the relevant ministries, namely the Ministry of Education, Culture, Research and Technology or also known as the Kemdikbudristek. Especially during the Covid-19 pandemic, Kemdikbudristek implemented online lectures to reduce the potential for the spread of the virus. Thus, lectures at UNTIDAR are also carried out online as well as on campus operational activities which are dominated by Work From Home (WFH) or working at the office according to the specified schedule.

Changes in conditions at UNTIDAR in order to adapt to this new normal era certainly affect the performance of human resources for lecturers and education staff. Difficulty coordinating among employees due to differences in work schedules has an impact on the ineffective timeframe of performance output. In addition, the implementation of Work From Home (WFH) becomes the cause of role ambiguity among employees and also affects their performance (Ahmad, 2020). Furthermore, previous research explains that adaptation to work during a pandemic has also been shown to reduce employee work commitment and motivation (Purwanto, 2020). Based on these conditions, further research is needed to examine how the performance of human resources at UNTIDAR during the pandemic period, and what factors can improve performance.

Previous research states that commitment is a very influential factor on performance (Basuki, et al., 2017). People who have a strong commitment to the organization will influence their behavior, such as the desire of individuals to try hard to achieve organizational goals (Melia & Sukmawati, 2016; Suherman et al., 2017; Susanty, 2012). Commitment also has a mediating effect in the relationship between several antecedents of performance such as job satisfaction, organizational climate and motivation for performance (Martshita & Novitaningtyas, 2019; Nugraha et al., 2017; Riyadi et al, 2016). Human resource commitment profile also affects the differences in the performance of each human resource. However, other research results indicate that organizational commitment does not have a significant effect on performance (Setiawan & Lestari, 2016). Because of this result's gap, the relationship between commitment and performance needs to be examined futher. Based on this, commitment is considered as a factor that influences human resource performance in UNTIDAR, especially during the pandemic period.

In order to develop models of organizational commitment to improving human resource performance, several other human resource factors are considered as variables that are thought to affect organizational commitment and performance. The variables included in the model as antecedents were human resource characteristics, job characteristics, work experience, organizational factors, and work pressure. According to Qowi (2018), human resource characteristics consist of age, educational background, and desire for achievement. Job characteristics consist of job identity, social interaction opportunity, and feedback. Organizational factors consist of management style, empowerement, perceived role, career improvement, and salary. While, work pressures consist of workload and work stress.

Furthermore, previous researchers examines the differences in the performance of the State Civil Service (ASN) before the pandemic and during the WFH period (Ashal, 2020). However, similar research has not been carried out in many state universities, especially new state universities such as UNTIDAR. Thus, the urgency of research on the effect of organizational commitment on performance in UNTIDAR needs to be examined. This study was developed based on a model of organizational commitment, foci of commitment (commitment to the institution, commitment to superiors, commitment to workgroups, and commitment to customers or students. This commitment model views individuals who have different mindsets and commitment targets. These different commitment targets have the same goal, such as realizing the vision of each work unit (Faculties, Bureaus). The results of the study are expected to become an evaluation for policymakers to formulate appropriate policies in order to increase work commitment and human resource performance at UNTIDAR.

THEORITICAL REVIEW

Organizational Commitment. Suarningsih et al., (2013) explain that based on the conceptual framework, organizational commitment divides based on three factors, (1) a strong belief in and acceptance of the goals of the organization's values, (2) a willingness to exert great effort on behalf of the organization, and (3) a strong desire to maintain membership in the organization. Commitment organizational structure is also described as a state in which an individual is committed to assisting the organization in achieving its goals (Martshita & Novitaningtyas, 2019). This commitment becomes an identification of individual status in the organization, affects how much involvement they have in their work, and determines their loyalty. Furthermore, in organizational commitment there are three types of commitment: organizational structure, namely affective, continuance, and normative. Affective commitment tends to be influenced by individual characteristics of HR and experience work, sustainability commitment is also influenced by individual characteristics, some other alternatives and investments from work, while normative commitment is affected by individual characteristics and social experience of HR (Qowi, 2018). As for foci of commitment is explained as a focus that answers what commitment is owned by HR and commitment to anyone refers to the target that has become a commitment HR (Swart et al., 2014). Qowi (2018) states that the foci of commitment are distinguished become committed to the organization, commitment to superiors, commitment to colleagues, and commitment to customers.

HR Performance. According to Purwanto (2015) performance is a real behavior that is displayed every time HR as work performance it produces in accordance with its role in the company or organization. Performance is also described as the behaviors of HR that done when they work and the goal is to achieve company goals or organization (Susanti & Palupiningdyah, 2016). Performance is a behavior that refers to what a person does in a work situation (Ashal, 2020). Performance is also defined as a result of one's efforts achieved by the presence of abilities and actions in certain situations. The performance of organizational members can be seen through how much the member's contribution to the organization, including the quantity of output, quality of output, duration of output, attendance at work, and cooperative attitude (Martshita & Novitaningtyas, 2019). The success of the strategic achievement that becomes the basis for measuring performance needs to be measured, and strategic initiatives are determined to realize these goals. The strategic objectives and their size are then used to determine the targets on which to base performance appraisals. Therefore, performance measurement is a measurement action that can be taken on the activities of various value chains that exist in the company (Widayati, Rahardjo, & Febriyanti, 2017). Then, to measure employee performance, observers are needed who make judgment decisions on the behavioral tendencies of the evaluated people related to contributions to organizational goals. According to Marlina et al., (2021), there are several performance factors of organizational members that can be seen through how much the member contributes to the organization, including the quantity of output, quality of output, duration of output, attendance at work, and cooperative attitude. Meanwhile, other researchers use indicators to measure performance, such as work quality factors, quantity, knowledge, reliability, and cooperation (Kristianto, 2011).

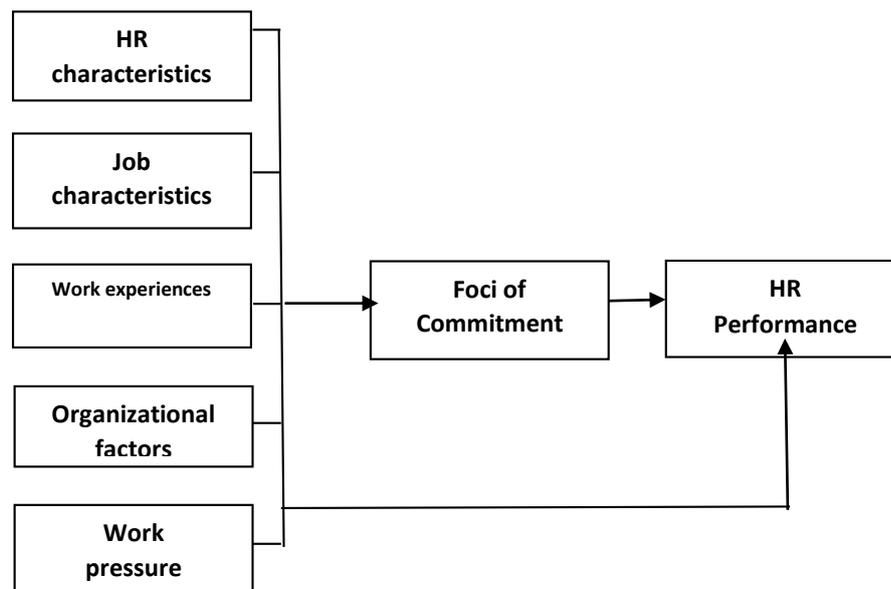The research model developed in this study is as follows:

Figure 1. Research Framework
Source: Developed Model by Author

The following is a research hypothesis that was developed based on the proposed model in this study:

H1: human resource characteristic has a positive influence on foci commitment

H2: job characteristic has a positive influence on foci commitment

H3: work experience has a positive influence on foci commitment

H4: organizational factor has a positive influence on foci commitment

H5: work pressure has a negative influence on foci commitment

H6: human resource characteristic has a positive influence on performance

H7: job characteristic has a positive influence on performance

H8: work experience has a positive influence on performance

H9: organizational factor has a positive influence on performance

H10: work pressure has a negative influence on performance

H11: foci commitment has a positive influence on performance

METHODS

This research is a quantitative study conducted to develop the model of organizational commitment based on foci commitment. Quantitative study is required to use numbers, starting from data collection, interpretation of the data, and appearance of research results.The data used in this research are primary data. Primary data used by developing questionnaire 5 points scale of Likert to respondents in order to test the model and hypothesis. According to Ghozali (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions, while the sample is part of the number and characteristics possessed by the population. The population of this research is all of the human resources at Universitas Tidar, both lectures and educational staffs. The number of samples used is 102 respondent based on cluster sampling method. This method is used in consideration of the sample representing groups based on their work units contains 5 faculties and 7 units or bureaus (Sugiyono, 2013). This research used a Structural Equation Model (SEM) based on AMOS as the data analysis method. Confirmatory Factor Analysis (CFA) is used as the measurement model of variables (validity and reliability of the isntruments based on AVE and CR value). Then, the suitability of the developed model is tested based on the goodness of fit (GOF). The model developed in this research consists of 7 variables, (1) human resource characteristics, (2) job characteristics, (3) work experience, (4) organizational factors, (5) work pressure, (6) foci commitment, and (7) performance. Moreover, path coefficient is used to estimate the effect from independent variables toward dependent variable and also to test the hypothesis.

RESULTS

Respondent Characteristic. The characteristics of the respondents who are the samples in this study are described in the following table.

Table 1. Respondent

Unit	Lecturer	Educational Staff
Bureau of Academic, Student Affairs, Planning, and Cooperation	0	8
General Bureau and Finance	0	6
Faculty of Economic	23	0
Faculty of Social Science and Political Science	9	0
Faculty of Teacher Training and Education	16	0
Faculty of Agriculture	7	0
Faculty of Engineering	16	0
Research Institute, Community Service, and Education Quality Assurance	3	2
Language Technical Implementation Unit	0	3
Library Technical Implementation Unit	0	2
Entrepreneurship Technical Implementation Unit	0	3
Information and Communication Technology Technical Implementation Unit	0	4

Source: Data Process By Author, 2021.

Validity and Reliability. Variable performance consist of 6 question items, all of the items are valid and reliable. Variable foci commitment consist of 9 question items commitment to institution but only 8 items are valid and reliable, 9 question items commitment to leader all valid and reliable, 9 question items commitment to colleagues but only 8 items are valid and reliable, then 9 question items commitment to customers but only 6 items are valid and reliable. Variable work experience consist of 5 question items attitude but only 4 items are valid and reliable, 5 question items organizational reliability all valid and reliable, 5 question items feelings take precedence all valid and reliable, and also 5 question items realization of expectation all valid and reliable. Variable job characteristic consist of 2 question items job identity all valid and reliable, 2 question items social interaction opprtunity all valid and reliable, and also 2 question items feedback all valid and reliable. Variable human resource (HR) characteristic consist of 5 question items, all of the items are valid and reliable. Variable organizational factor consist of 4 question items management style all valid and reliable, 3 question items empowerment all valid and reliable, 2 question items perceived role all valid and reliable, 9 question items career improvement all valid and reliable, and also 4 question items salary all valid and reliable. Variable work pressure consist of 12

question items workload but only 11 items are valid and reliable, and also 5 question items work stress all valid and reliable.

Table 2. Measurement Model of Variables

Variables	Dimensions	Measurements
Performance	-	6 questions
Foci Commitment	Commitment to institution	8 questions
	Commitment to leader	9 questions
	Commitment to colleagues	8 questions
	Commitment to customers	6 questions
Work experience	Attitude	4 questions
	Organizational reliability	5 questions
	Feelings take precedence	5 questions
	Realization of expectations	5 questions
Job characteristic	Job identity	2 questions
	Social interaction opportunity	2 questions
	Feedback	2 questions
HR characteristic	-	5 questions
Organizational factor	Management style	4 questions
	Empowerment	3 questions
	Perceived role	2 questions
	Career improvement	9 questions
	Salary	4 questions
Work pressure	Workload	11 questions
	Work stress	5 questions

Source: Data Process By Author, 2021

Table 3. AVE Value

Variables	Dimensions	Measurements	AVE
Performance	-	6 questions	0.617
Foci Commitment	Commitment to institution	8 questions	0.535
	Commitment to leader	9 questions	0.509
	Commitment to colleagues	8 questions	0.587
	Commitment to customers	6 questions	0.515
Work experience	Attitude	4 questions	0.543
	Organizational reliability	5 questions	0.532
	Feelings take precedence	5 questions	0.588
	Realization of expectations	5 questions	0.551
Job characteristic	Job identity	2 questions	0.696
	Social interaction opportunity	2 questions	0.650
	Feedback	2 questions	0.676
HR characteristic	-	5 questions	0.529
Organizational factor	Management style	4 questions	0.876
	Empowerment	3 questions	0.806

	Perceived role	2 questions	0.771
	Career improvement	9 questions	0.574
	Salary	4 questions	0.781
Work pressure	Workload	11 questions	0.536
	Work stress	5 questions	0.501

Source: Data Process By Author, 2021.

Based on Table 3 and Table 4, after removing invalid and unreliable items, it is known that all variables have AVE more than 0.50 and CR (Composit Reliability) more than 0.70. Therefore, variable items in this study have been valid and reliable, so it is feasible to be used as a research instrument (Ghozali, 2017).

Table 4. CR Value

Variables	Dimensions	Measurements	CR
Performance	-	6 questions	0.906
Foci Commitment	Commitment to institution	8 questions	0.901
	Commitment to leader	9 questions	0.903
	Commitment to colleagues	8 questions	0.919
	Commitment to customers	6 questions	0.864
Work experience	Attitude	4 questions	0.826
	Organizational reliability	5 questions	0.850
	Feelings take precedence	5 questions	0.877
	Realization of expectations	5 questions	0.859
Job characteristic	Job identity	2 questions	0.820
	Social interaction opportunity	2 questions	0.788
	Feedback	2 questions	0.806
HR characteristic	-	5 questions	0.847
Organizational factor	Management style	4 questions	0.966
	Empowerment	3 questions	0.925
	Perceived role	2 questions	0.871
	Career improvement	9 questions	0.923
	Salary	4 questions	0.934
Work pressure	Workload	11 questions	0.926
	Work stress	5 questions	0.834

Source: Data Process By Author, 2021.

Hypothesis Testing and Full Model Structural

Table 5. Path Coefficient

Path	Estimate	S.E.	C.R.	P
HR characteristic toward Foci Commitment	0.308	0.124	2.483	0.013
Job characteristic toward Foci Commitment	0.182	0.093	1.966	0.049
Work experience toward Foci Commitment	0.192	0.094	2.037	0.042
Organizational factor toward Foci Commitment	0.220	0.098	2.253	0.024
Work pressure toward Foci Commitment	-0.143	0.060	-2.403	0.016
HR characteristic toward Performance	0.227	0.104	2.186	0.029
Job characteristic toward Performance	0.226	0.077	2.951	0.003
Work experience toward Performance	0.190	0.078	2.442	0.015
Organizational factor toward Performance	0.161	0.081	1.981	0.048
Work pressure toward Performance	-0.106	0.050	-2.131	0.033
Foci Commitment toward Performance	0.169	0.081	2.090	0.037

Source: Data Process By Author, 2021.

From the table 4, all paths in the research model have a p-value of less than 0.05. Based on this, all of the paths are declared to have significant effect. Moreover, based on the full model structural (Figure 2) shows that the model is fit. It is because of the value of Chi-Square is 0.000. The GFI is also 1.000. According to Ghozali (2017), this results meet the criteria os fit model because of the value of GFI is perfect fit if it is showed 1.000. Then, Widarjono (2015) also states that the GFI value of 1.000 means perfect fit, so it is support the justification. Moreover, Ghozali (2017) explains that based on the Chi-square value, it will be better model if the values is smaller. Based on this result, the goodness of fit criterias in this research have been fulfilled.
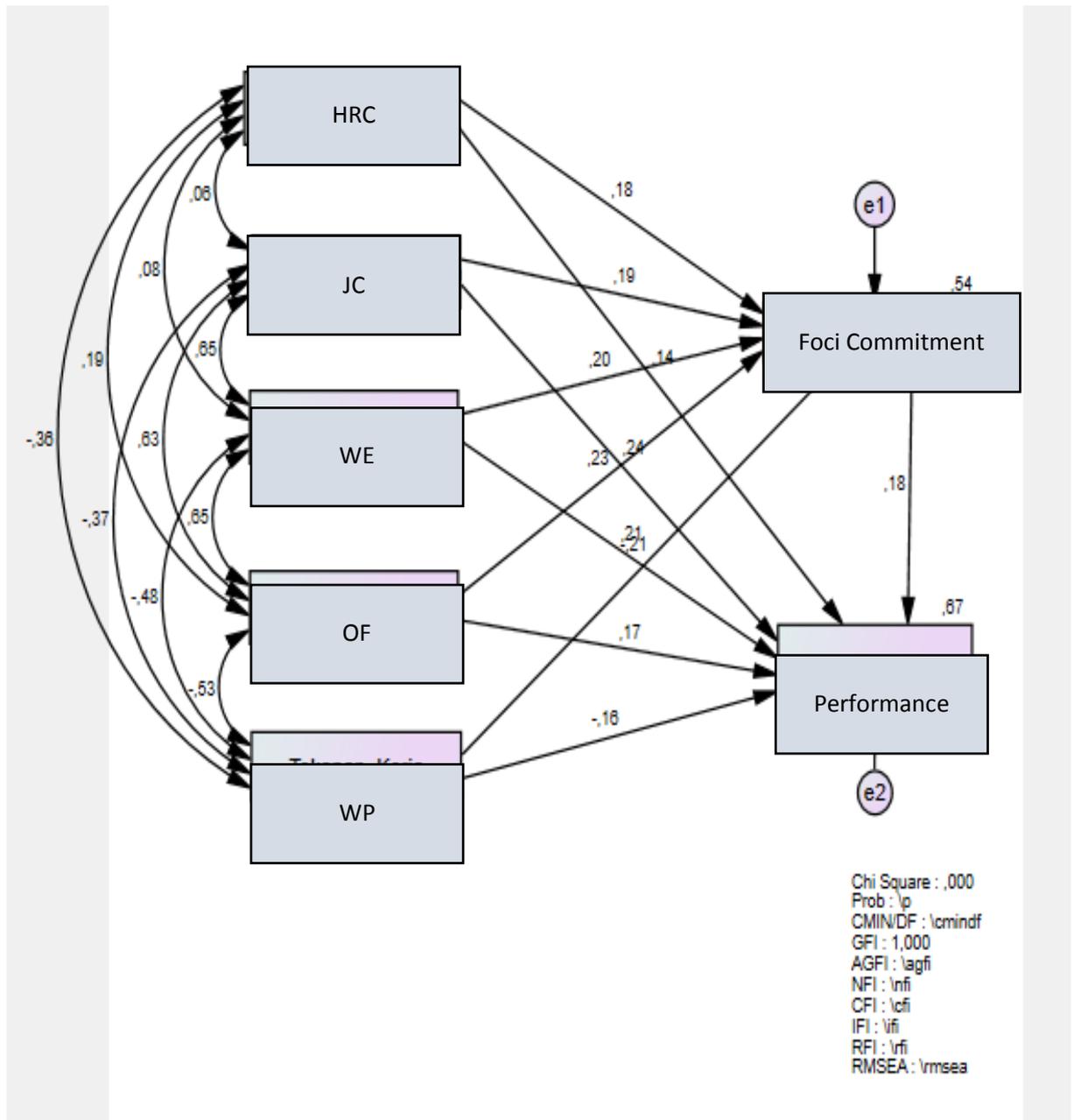
Figure 2. Full Model Structural
Source: Data Processed, 2021

The coefficient of the influence of HR Characteristics on the Foci of Commitment is 0.308 with C.R. 2.483 and p-value 0.013. Since the coefficient is positive, C.R. count more than T table (2.483 more than 1.96) and p-value less than alpha (0.013 less than 0.05), it is concluded that HR characteristics has a significant positive effect on Foci of Commitment. Thus, H1 is accepted.

The coefficient of the effect of Job Characteristics on the Foci of Commitment is 0.182 with C.R. 1.966 and p-value 0.049. Since the coefficient is positive, C.R. count more than T table (1,966 more than 1.96) and p-value less than alpha (0.049 less than 0.05), it can be concluded that Job Characteristics has a significant positive effect on the Foci of Commitment. Thus, H2 is accepted.

The coefficient of the effect of Work Experience on the Foci of Commitment is 0.192 with C.R. 2.037 and p-value 0.042. Since the coefficient is positive, C.R. count more than T table (2.037 more than 1.96) and p-value less than alpha (0.042 less than 0.05), it is concluded that Work Experience has a significant positive effect on the Foci of Commitment. Thus, H3 is accepted.

The coefficient of the effect of Organizational Factors on the Foci of Commitment is 0.220 with C.R. 2.253 and p-value 0.024. Since the coefficient is positive, C.R. count more than T table (2.253 more than 1.96) and p-value less than alpha (0.024 less than 0.05), it is concluded that Organizational Factors have a significant positive effect on the Foci of Commitment. Thus, H4 is accepted.

The coefficient of the effect of Work Pressure on the Foci of Commitment is -0.143 with C.R. -2.403 and p-value 0.016. Since the coefficient is negative, C.R. count more than T table (2.403 more than 1.96) and p-value less than alpha (0.016 less than 0.05), it can be concluded that work pressure has a significant negative effect on the Foci of Commitment. Thus, H5 is accepted.

The coefficient of the influence of HR Characteristics on performance is 0.227 with C.R. 2.186 and p-value 0.029. Since the coefficient is positive, C.R. count more than T table (2.186 more than 1.96) and p-value less than alpha (0.029 less than 0.05), it is concluded that HR characteristics have a significant positive effect on performance. Thus, H6 is accepted.

The coefficient of the effect of Job Characteristics on Performance is 0.226 with C.R. 2,951 and p value 0.003. Since the coefficient is positive, C.R. count more than T table (2,951 more than 1.96) and p-value less than alpha (0.003 less than 0.05), it is concluded that Job Characteristics has a significant positive effect on performance. Thus, H7 is accepted.

The coefficient of the effect of Work Experience on performance is 0.190 with C.R. 2.442 and p-value 0.015. Since the coefficient is positive, C.R. count more than T table (2.442 more than 1.96) and p value less than alpha (0.015 less than 0.05), it is concluded that work experience has a significant positive effect on performance. Thus, H8 is accepted.

The coefficient of the influence of Organizational Factors on Performance is 0.161 with C.R. 1.981 and p value 0.048. Since the coefficient is positive, C.R. count more than T table (1.981 more than 1.96) and p-value less than alpha (0.048 less than 0.05), it is concluded that Organizational Factors have a significant positive effect on performance. Thus, H9 is accepted.

The coefficient of the effect of work pressure on performance is -0.106 with C.R. -2.131 and p value 0.033. Since the coefficient is negative, C.R. count more than T table (2.131 more than 1.96) and p value less than alpha (0.033 less than 0.05), it can be concluded that work pressure has a significant negative effect on performance. Thus, H10 is accepted.

The coefficient of the effect of Foci of Commitment on Performance is 0.169 with C.R. 2.090 and p-value 0.037. Since the coefficient is positive, C.R. count more than T table (2,090 more than 1.96) and p-value less than alpha (0.037 less than 0.05), it is concluded that the Foci of Commitment has a significant positive effect on performance. Thus, H11 is accepted.

DISCUSSION

The result shows that HR characteristics has a significant positive effect on Foci of Commitment. The results of this study support previous research which states that individual HR characteristics such as age and education have a positive effect on their commitment (Saputra, 2015). This shows that the higher the education level of human resources in UNTIDAR will increase their work commitment. Moreover, from the age perspective, in UNTIDAR, as people age, they will gain work experience and this condition will increase their work commitment. Moreover, HR characteristics also have a significant positive effect on performance. It is in accordance with previous study which states that education as a HR characteristics will increase employee performance (Yonggara & Sugianto, 2014). Thus, the higher the level of education of employees, it will have an impact on increasing their performance.

Job characteristics also has a significant positive effect on the Foci of Commitment. This proves that job identity and job feedback is able to increase employee's commitment. This result supports previous study which states that job characteristic affects employee's commitment positively and significantly (Dwiningrum, 2015). Job Characteristics also has a significant positive effect on performance. The result supports previous study which states that job characteristic has a positive and significant effect on employee performance (Astutik & Priantono, 2020). Thus, if each human resources understands the characteristics of their work, then they will be more productive at work.

Besides HR and job characteristics, work experience proves that this variable has a significant positive effect on the Foci of Commitment. According to Afrilyan (2017) work experience of employees will make it easier for them to work so it has a good impact on their commitment. Based on these, the more experienced the employee in UNTIDAR, the higher their commitment. Next, organizational factors also proves as the antecedent of commitment in UNTIDAR. It is concluded that organizational factors have a significant positive effect on the Foci of Commitment. Based on this, the better the organizational factors owned by UNTIDAR will have an impact on increasing employee commitment. This result supports previous study which states the organization or company needs to increase the commitment of its employees by managing organizational factors such as salary and leadership style (Rahmad, Sabri, & Nasfi, 2020).

In this study, the result shows that work pressure has a significant negative effect on the Foci of Commitment. According to Dewantara & Ikhram (2019) workload as part of

work pressure has a significant negative effect on commitment, while work stress has a positive effect. This is contrary to previous research which states that workload and work stress as part of work pressure has a negative and significant effect on commitment (Fatmawati, 2017). Thus, the result of this study supports previous researcher which states that the higher work pressure such as workload and work stress, it will decrease the employee commitment.

The result also explains that work experience has a significant positive effect on performance. Based on this result, the more experienced an employee in UNTIDAR, the better their performance will be. The result supports previous study which states that work experience has a positive and significant effect on employee performance (Suwarno & Aprianto, 2019). Then, organizational factors also have a significant positive effect on performance. According to Yonggara & Sugianto (2014), the effect of organizational factor is positive although not significant. This study shows other results that the effect is significant. Thus, the better the organizational factors such as the appropriate salary and the appropriate leadership style, it will increase employee's performance.

In this study, it can be concluded that work pressure has a significant negative effect on performance. According to Chandra & Adriansyah (2017) states that work pressure such as workload and work stress has a significant negative effect simultaneously on performance. While another study of human resources at universities shows different results, there is no significant effect of work pressure on performance (Sofiana, Wahyuarini, & Noviena, 2020). This study shows other results that the effect is significant. Thus, the higher the pressure received by employees it will decrease their performance.

Moreover, the foci of commitment has a significant positive effect on human resource performance in UNTIDAR. This result is in accordance with previous study which states that foci of commitment has a positive and significant effect on performance (Qowi, 2018). Based on this, the higher the employee's commitment to the institution, commitment to leaders, commitment to colleagues, and commitment to customers in this case are students, it will improves employee performance.

The results of the study provide managerial implications for efforts to increase employee commitment and performance at the university. Policy makers should consider the level of education which is a characteristic of human resources, because the higher the education level of human resources will affect the increase in commitment and performance. Thus, a program is needed to support employees to continue their studies, especially for lecturers. Work experience is also proven to have an effect on commitment and performance, so experienced employees need to be placed in strategic positions in order to supervise other employees. In addition, factors such as job characteristics and organizational factors also need to be considered in order to increase employee commitment and performance during the pandemic. Furthermore, the workload also needs to be equitably regulated according to the ability of employees in order to reduce work stress and increase their commitment and performance.

CONCLUSION

Identification of the factors that affect the performance of lecturers and education staff is needed to evaluate online lecture policies during the pandemic. To adapt during the pandemic, policy makers at universities need to increase the commitment and performance of human resources in order to provide quality educational services. The results prove that human resource characteristics, job characteristics, work experience, organizational factors, and work pressure affect employee's commitment to the institution, commitment to leaders, commitment to colleagues, and commitment to customers, in this case, are students. Moreover, human resource characteristics, job characteristics, work experience, organizational factors, work pressure, and commitment affect employee performance. Thus, the policymaker should consider this variables to make a development program or strategy in order to increase employee's commitment and performance during the pandemic. This study is also in accordance with the current human resource management concept and extends the literature by giving more focus to the antecedents of employee commitment and performance in universities. This study conducted limited on UNTIDAR as one of universities. Future research can develop the study at other universities or other level of education such as Elementary School, Junior High School or Senior High School by addng other variables in the research model.

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