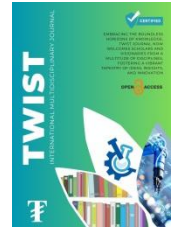




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# Flexible Work Arrangements and Organizational Commitment as Predictors of Organizational Performance

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## Abstract

The COVID-19 pandemic made a massive economic dent on the world, but it paved the way to revolutionize the conventional working norm. This study aimed to examine the relationship of flexible work arrangements and organizational commitment toward employees' organizational performance in King Multi-Purpose Cooperative during the COVID-19 pandemic. This research utilized a non-experimental quantitative research design using the descriptive-correlational technique with 210 employees as respondents chosen through systematic random sampling across all 33 branches and satellite offices of King Multipurpose Cooperative. Pearson's  $r$  and linear regression analysis were used as data analysis tool. The results revealed that the employees of King Multipurpose Cooperative had a high overall level of flexible work arrangements and organizational commitment. Also, the employees had a very high level of organizational performance during the health crisis. Additionally, the present study confirmed the anchored theory, Self-Determination Theory, and rejected the null hypothesis that flexible work arrangements and organizational commitment are not correlated with organizational performance. Furthermore, indicators such as supported regulations, type of work, and management support significantly influenced and predicted organizational performance in flexible work arrangements, while normative, affective, and continuous commitment significantly influenced and predicted organizational performance in organizational commitment. In summary, this research may be a valuable foundation for formulating work options and policies to ensure high levels of commitment while achieving organizational goals.

## Keywords

Flexible work arrangements, Organizational commitment, Organizational performance, COVID-19, Cooperative, Philippines

## INTRODUCTION

The massive health and economic dent brought by the COVID-19 pandemic began in 2019, and its conclusion remains uncertain (Aliaga et al., 2021). Because of it, the world goes into lockdown, and non-governmental organizations, schools, businesses, and workers are affected (Brodeur et al., 2022). Employees' organizational performance and viability are threatened as the world faces this pandemic. According to Carnevale and Hatak (2020), organizations are suddenly forced to traverse the unexpected and, as a result, discover new opportunities and answers to problems that arise in numerous areas of their activities. Consequently, companies depend on the employees' organizational performance for their growth and success. Thus, organizations need highly effective and efficient employees to hit the targets and obtain a competitive advantage despite ongoing crises (Austin-Egole et al., 2020).

Organizational performance is multifaceted and linked to objectives and goals. The organization can effectively exploit its resources and produce results that meet its objectives and benefit its users. Leito et al. (2019) argue that organizational performance is associated with several factors affecting staff behavior, health status, working environment, and balance between work and life. The research contributed to the literature on organizational performance in multiple ways, namely: it uncovers the determining elements that might significantly impact employees' understanding of their impact on the company, reflected by the organization's productivity; an organization's productivity is the fulfillment of human resources managers' functions, which can aid in the design of good collaboration to boost productivity in the organizational context; evaluation of organizational performance is of paramount importance in the administration review procedure.

As the world is still fighting the virus, it paved the way to revolutionize the conventional working norm. It shifted to the "new normal" by introducing flexible work arrangements like "remote working," "work-from-home setup," "skeletal work schedule," and others on a large scale (Wang et al., 2020). As a result of the COVID-19 pandemic, firms are changing their business practices from on-site to home-based workers (Abdullah et al., 2020). Such flexible working arrangements make it easier for workers to adapt their workflow and schedule, impacting organizational commitment and performance. In this ongoing outbreak, organizations confront a massive challenge, which demands them to enter uncharted territory as they transform their workforce in unprecedented ways (Carnevale & Hatak, 2020). As companies shift from the norm to the new normal, employees struggle to maintain organizational commitment and performance due to isolation (Abdullah et al., 2020). Abdullah et al. (2020) mentioned other struggles include ineffective and inefficient workflow, such as bypass in the chain of command, loss of trust and confidence, retention, disruption of work-life balance, productivity loss, and lack of supervision. These issues are attributable to a need for more readiness from the companies' management and the absence of expertise for mitigating the consequences of the COVID-19 pandemic in the organization's human resources (Hamouche, 2021).

To gauge and assess the effects of the pandemic on their business operations as well as their service delivery to members, the Cooperative Development Authority (CDA), the country's leading agency in the development and supervision of cooperatives, carried out an online poll to all types and categories of reporting cooperatives. It also discussed the difficulties in the new normal the cooperatives face. The survey consisted of 1,245 respondent cooperatives which resulted in 91.7% of the participating cooperatives being impacted by the pandemic, 23% of which were in the National Capital Region (NCR), and 8.3% were unaffected in business operation. Meanwhile, a majority did not experience any decline in performance because of work-from-home setup and high employee turnover. However, reduced working hours and marketing transactions affected the operation of cooperatives. According to the same survey, cooperatives that undertaken measures to ensure continuous service delivery to members, such as adopting a staggered schedule, partial opening, skeletal workforce, and shortened business hours (cda.gov.ph, 2020).

The researcher found a limited study about organizational commitment and performance conducted within the scope of Cooperatives. Also, the researcher observed that the accumulated knowledge about flexible work arrangements might be irrelevant and out-of-context in this current situation – The covid19 pandemic. No relevant study has been conducted regarding flexible work arrangements at such a massive scale and mainstream today when the Covid19 pandemic still exists. The current predicament forces the companies such as King Multipurpose Cooperative to change the context of doing business and the working landscape. The researcher believes there is a need to examine and conduct a study in King Multipurpose Cooperative to assess the impact of flexible work arrangements and organizational commitment on organizational performance. This research shows that the researcher may contribute to the community where flexible work arrangements are the new normal and shift the focus on understanding its benefits, implementation, and how to make the most out of it.

## **RESEARCH OBJECTIVES**

1. To define the level of flexible work arrangements at King Multipurpose Cooperative during the current health crisis about;
  - 1.1 Type of flexible work arrangements;
  - 1.2 Supported regulations of the organization;
  - 1.3 Employee support;
  - 1.4 Management support; and
  - 1.5 Type of work
2. To assess the level of organizational commitment among employees of King Multipurpose Cooperative about;
  - 2.1 Affective commitment;
  - 2.2 Continuous Commitment; and
  - 2.3 Normative commitment.
3. To ascertain the level of organizational performance among employees of King Multipurpose Cooperative in terms of;
  - 3.1 Nonfinancial performance.
4. To ascertain the significant relationship between;
  - 4.1 Flexible work arrangement and organizational performance;
  - 4.2 Organizational commitment and organizational performance.
5. To determine which domain of flexible work arrangement and organizational commitment significantly influences organizational performance.

## **RESEARCH HYPOTHESES**

At a significance level of 0.05, the researchers assessed the study's hypotheses.

1. There is no significant relationship between flexible work arrangements and organizational commitment toward organizational performance.
2. No domain of flexible work arrangements and organizational commitment significantly predicts organizational performance.

## REVIEW OF RELATED LITERATURE

### Flexible Work Arrangements

Research, academic, and industry experts began to embrace the idea of flexible working arrangements as an emerging trend. With the rapid technological advancement, the work-personal life boundaries seem non-existent over time, thus resulting in greater flexibility in work opportunities (John, 2017). Flexible work arrangements originated in the United States in the 1970s when petroleum-based products had an oil shock and depletion. As a result, corporations and governments are forced to take extreme measures to deal with the economic and societal consequences of the fossil fuel crisis (Aliaga et al., 2021).

The origin of "flexible working hours" or "flexitime" was first introduced in 1967 by Messerschmitt-Bolkow-Blolm. Accordingly, they used this technique for 3,000 personnel who were involved mainly in research and development to get rid of the clock-on and clock-off lines, and, as a result, it reduced the congestion that would occur if everyone had to start and end simultaneously. This technique eventually increased productivity and decreased absenteeism (John, 2017).

Additionally, John (2017) pointed out the terms often used on the same concept of flexible work arrangements. According to the author, flexibility is multidimensional and comprises quantitative and qualitative variables. These variables were numerical, geographical, functional, and temporal.

On that note, Glaudemans (2019) states that flexible work arrangements refer to various working styles that alter time and location in compliance with existing regulations. The flexibility of work schedules, the number of hours worked, and the working area shall be classified into three categories (John, 2017). Flexible work arrangements are work schedules with varied start and stop times, generally with certain obligatory core hours and a set number of daily work hours (Glaudemans, 2019).

In addition, Glaudemans (2019) extensively explained flexible work arrangements that include three additional components in addition to the abovementioned factors. The first feature is the ability to change the start and stop times. A modification in the length of the lunch break is the second addition. Finally, employees may be permitted to "bank time," meaning they can store additional hours worked each day for future vacation leave (Glaudemans, 2019). As a result, a flexible work arrangement is a method whereby the staff can control when they start, and their work will cease within the employer's established working hours. The anticipated number of working hours per day and week is met. Furthermore, John (2017) provided examples of flexible work arrangements: part-time, homeworking, job share, flexitime, overtime, and other words with similar meanings.

Many terms were used to describe the same concept of flexible work arrangements. Still, according to Aliaga et al. (2021), it varies only in specialized literature. He cited different authors that use the same concept with different terminology used for "work from home" and "remote work", "working homebound", "atypical and compulsory work", and "flexible work". Authors like Wang et al. (2020) stated that flexible work arrangements are also known as remote working.

Nevertheless, remote working was referred to as a flexible work arrangement where employees' work settings are outside their offices or production areas. Employees have no direct physical contact with workmates but can communicate through technology (Wang et al., 2020). Similarly, the etymology of the word telecommuting as a flexible work arrangement comprises two words and fundamental criteria to be considered within the concept's scope. The first word is "tele," which means far or distant. Meaning the employees are working at a far distance from the central office. The other word is "commuting," which created a desire to replace computer-based communications during daily office trips (Glaudemans, 2019). However, a lot has changed. Telecommuting has grown in popularity as a result of technical improvements. Researchers have used various terms to describe telecommuting, including telework, flexible, and remote work. While these terminologies overlap, they do not necessarily signify the same thing regarding telecommuting. Thus, it is now open to home-based positions such as call centers. Within the available literature, the commonly accepted definition of telecommuting comprises three basic ideas; however, it is only sometimes consistent, according to Glaudemans (2019).

Concurrently, Glaudemans (2019) stated that telecommuting is employing technology to carry out routine job tasks by an organization's personnel from a different location other than the primary work site. Aliaga et al. (2021) found that similarities between two concepts emerge when the features and nature of these concepts are examined. The features and nature that were similar to these concepts are flexibility in developing duties, doing tasks at various time frames, and it is need-based using technologies such as Information and Communication Technologies (ICTs).

In addition, Aliaga et al. (2021) added that telework attributed to the flexibility of the employees to choose how, when, and where a job is completed while also implying the capacity of an organization to rely on their employees to be highly effective and qualified while working at varied hours and across geographic boundaries. Glaudemans (2019) agreed with this statement as it allows employees to choose the time and workplace within limited parameters. According to him, telecommuting is an alternative that enables workers to work in their homes as part of their working schedule while being connected to their workplace using a telecommunication device if necessary. He also stated that flexibility in the workplace has grown more vital for both employees and businesses. As a result, implementing flexible work arrangements has become a popular organizational approach.

Meanwhile, John (2017) has given flexible work arrangements two broad categories with similar features imbued. First, named his type "chosen and constrained" to provide the context in part-time working and work shift schedules. Moreover, he identified flexible work arrangements as "customization" beneficial to the employees, which is typically employee-supported, and "flexibility," which benefits the employers and is usually supported by the management.

In fact, in the study of Klindzic and Maric (2017) they classified the flexible work arrangements according to who is the primary beneficiary. Klindzic and Maric (2017) explored the gap in the literature on flexible work arrangements, which examines the various perspectives of the staff and employer on flexible work arrangements and their impact on organizational performance. According to the author, the worker-centric program aims to promote work-life balance. Klindzic and Maric (2017) cited a few examples of worker-centric flexible work arrangements. These arrangements include but are not limited to partial or part-time work from home and compressed working weeks or hours. On the other hand, the employer's perspective on flexible work arrangements aims to lower costs while maintaining a competitive advantage and motivated employees. These employer-led flexible working arrangements include shifts, overtime, and fixed-term agreements (Klindzic and Maric, 2017).

Nevertheless, the characteristics and nature of flexible work arrangements were modified and are currently practiced as work-from-home (Aliaga et al. 2021). Other terms that describe work from home (WFH) are telecommuting, teleworking, and remote working.

As another type of flexible work arrangement, work from home was an option whereby workers could work at their homes or any place (Rahman & Arif, 2020). Technology enables employees to access work obligations from anywhere, including at home (Abdullah et al., 2020). Hence, being physically present in the office or place of work is no longer the only way for a company to function.

Additionally, Aliaga et al. (2021) pointed out that working from home is the most appropriate type of flexible work arrangement during the pandemic to which the government-mandated measures to reduce and prevent the spread of the virus. Combined with the isolation and mobility limits imposed by public disease prevention measures, these factors alter telework's original characteristics into this new modality known as "Working from Home with Limited Flexibility" (Aliaga et al., 2021).

Moreover, Raisiene et al. (2020) explained the concept behind "Working from Home with Limited Flexibility." As no other options are available, this concept is characterized by having case workers or rank-and-file employees complete their tasks in their residences. These employees are the new workforce incorporated in work from home, instead of only the knowledge workers who have more autonomy and are accustomed to working remotely, with clerical, routinary, and administrative duties (Aliaga et al. 2021).

Before the pandemic, working from home was uncommon (Wang et al., 2020). They argued that working from home was a luxury for a relatively wealthy person. The author claims that only high-income earners and white-collar professionals within managerial positions or supervisory were allowed to work from home, making up 75% and 40%, respectively, of the ones who were virtually working. Private colleges in Malaysia have also started using work-from-home as a learning platform, although traditional institutions still need to adopt it fully (Abdullah et al., 2020). Thus, flexible work arrangements are substantially higher than before the epidemic (Rahman & Arif, 2020). Consequently, flexible work arrangements have become a need to keep businesses afloat (Rahman & Arif, 2020).

Indeed, the catastrophic COVID-19 crisis has compelled many worldwide to become employed remotely, culminating in an inadvertent global decentralized working experiment (Wang et al., 2020). Roughly 66% of the employees surveyed were forced to be in a fully remote working arrangement, as reported by Rahman & Arif (2020). Furthermore, it is essential to note that this type of work is directly linked to the crisis of the period where mobility limitations and their impacts on the workflow of organizations, mainly due to external factors, exist (Aliaga et al. 2021).

Consequently, due to a need, it is now possible to harness the power of the Internet for commercial purposes (Rahman & Arif, 2020). Flexi-place, as a flexible work arrangement, has been implemented on an unprecedented scale, making it a challenging adjustment for any organization brought about by the COVID-19 pandemic (Rahman & Arif, 2020). Therefore, questioning the applicability of existing knowledge and contextual relevance of flexible work arrangements in the current crisis (Wang et al., 2020).

As noted, until recently, research reported the "Telepandemic" concept (Aliaga et al., 2021). This concept was only written but needed to be substantiated on theoretical and conceptual levels. Nonetheless, flexible such as work from home (WFH) has grown in popularity as a two-way advantage that provides for disease prevention and protection of employees' health, as well as businesses operations and continuity (Aliaga et al. 2021). They let employees work from home instead of being confined to the company office.

At this time, technology is being used by companies to conform to this new normal, where they change how the organization works and acknowledge its effect on employees (Abdullah et al., 2020). It is the most effective technique for reducing the risk of coronavirus infection. Additionally, work from home is required by every government in more than 150 countries to stop the spread of the lethal disease. In the Philippines, companies have employed flexible work arrangements: skeletal workforce, compressed work week, and work-from-home strategies. These work structures became the new normal in response to the guidelines released by the Department of Health in connection with the Inter-Agency Task Force (IATF). The IATF implemented proactive measures to ensure the slow pace surge of COVID-19 cases in the country. Not including those who provide necessary services, all workers were forbidden from entering workplaces to avoid close contact (IATF, 2021).

For this reason, to determine whether and how the COVID-19 virus outbreak affects knowledge workers' time use while transitioning towards work-from-home (WFH) and flexible work arrangements, Teodorovicz et al. (2021) performed a time-use survey. The authors wanted to scrutinize the influence of these arrangements on a broader range of employees and sectors and give new research on the distinctions between independent workers and managers. According to them, knowledge workers can do tasks quickly at home. Hence, deliverables are completed even if the pandemic requires a forced shift to work from home.

Moreover, Teodorovicz et al. (2021) the authors cited Drucker (2009), who first used the term "knowledge workers" to identify employees who were managerial and supervisory rank and a type of work that focused on decision-making. Additionally, knowledge workers frequently participate in activities requiring collaboration and social contact.

Moreover, Teodorovicz et al. (2021) investigated this phenomenon by adapting the Daily Reconstruction approach online to collect the data. Researchers can get comprehensive data on the actions of respondents using this methodology. When the COVID-19 epidemic was at its worst, information on 1,192 knowledge workers was acquired. August 2019 and August 2020 were the specific dates of data collection. Furthermore, their findings revealed that the involuntary shift to work from home considerably decreases commuting time, and the hours spent on work and other activities have increased (Teodorovicz et al. 2021). It is important to remember the effects of this modification on the composition and magnitude of the tasks performed by knowledge workers during work from home. The authors' findings also indicate that employees were commuting less after the pandemic. However, other pandemic impacts vary by worker function for managerial and non-managerial positions and company size.

Similarly, Teodorovicz et al. (2021) studied a group of Microsoft US employees to determine how WFH during COVID-19 affects collaboration. Their results demonstrate that the platform for collaboration has changed and that a person's prior remote collaboration experience moderates the effect of working from home. There are now fewer meetings, along with increased use of instant messaging.

Nonetheless, it is the appropriate approach for people who perform focused work that requires extended periods to switch to working from home. However, it may be preferable for people who perform highly collaborative work. However, this result was because of the pandemic and would create a different outcome under normal circumstances (Teodorovicz et al., 2021).

From a different perspective, Berkery et al. (2017) examined whether contextual factors impacted the association of flexible work arrangements and organizational performance in a sample of firms from over 40 nations. As a result, there was a difference separating the flexible work arrangements centered around the perspective of the worker or employer. Specifically, when a flexible work arrangement is in the perspective of employer or employer-oriented, it is considered a solution to the shifting consumer demands driven by globalization and heightened competition. When an arrangement is employee-centric, it is a consequence of the changing needs of the workforce that yearns for a more balanced work-life.

Considering this, they discovered that the flexibility arrangements were viewed as showing concern for employees' well-being, leading to greater work motivation and a higher psychological commitment. According to social exchange theory, these activities have been shown to increase productivity and performance, thus benefiting organizations' efficiency and profitability. In line with the social exchange theory, these activities improve productivity and performance by ultimately contributing to organizational success and profitability (Berkery et al., 2017). Additionally, because flexible work arrangements are often only introduced when the company expects benefits, there was no discernible difference between the effects of both packages of flexible work arrangements on corporate performance. However, they discovered that flexible work arrangements applied independently for the corporation's advantage increased the organization's expectations of employees, resulting in decreased productivity.

Contrary to this, Glaudemans (2019) also provided his take about flexitime's effects on criteria related to work. According to the author, flexitime had only positive results and no adverse effects. They discovered that flexitime positively impacted job satisfaction, absenteeism, and schedule satisfaction, which benefited the organization's bottom line. He noticed that this beneficial impact was limited to non-managerial personnel, perhaps because managers already enjoy a great degree of autonomy in their job. Conversely, Wang et al., (2020) claimed that previous findings concerning flexible work arrangements show a selection bias. The cause of this is remote working's largely voluntary character, in which employees choose to work from home at their own choice.

Existing research tried to determine which occupations and individuals are suited for flexible work arrangements based on the assumption that it is optional. However, employees were compelled to work from home because of the current pandemic. Some academics and scholars predict that the pandemic will permanently remove some employment (Wang et al., 2020).

Following this, Aliaga et al. (2021) also conducted a study on a flexible work arrangement. The authors used a method called Art State. They compiled all scientific publications in Mendeley's bibliographic system with keywords related to flexible work arrangements and performance. Next, they check the contents of each publication by reading the abstract, summary, findings, and conclusion. Through such a method, they were able to derive these conclusions. Initially, the direct effect of working from home is that it directly influences performance, which depends on telework factors.

Additionally, in ranking the positive effects of the work-from-home experiences includes personal characteristics and competencies, organizational characteristics, family group, and household state impacting work-from-home modality, technological infrastructure, and job type and their likeness to work-from-home, respectively. Furthermore, working from

home has drawbacks, such as decreased productivity and creativity. Furthermore, it causes negative psychological impacts, mental exhaustion, work overload, work interference caused by family obligations, and family interference caused by work obligations. Additionally, originality and initiative have been curtailed due to the manager's excessive intervention. Finally, it is necessary to recognize the negative impacts of social isolation features and the haste with which many organizations established flexible work agreements for the first time. This only means that remote work needs to be appropriately balanced (Aliaga et al., 2021).

### **Organizational Commitment**

Different researchers and academics have defined organizational commitment throughout history. Kaplan & Kaplan (2018) as well as Zefeiti & Mohamad (2017), defined organizational commitment as a person's level of attachment to and engagement in a particular organization with the inclination to put out the effort and continue working there. They promoted a new framework in which he set out three levels of commitment: a compelling need to remain in the company, enthusiasm to make substantial efforts, and firm conviction and acknowledgment of its objectives and principles.

With this, Zefeiti and Mohamad (2017) cited multiple authors to define organizational commitment. They described the phrase to refer to workers' psychological attachments and loyalty to their employers, worker's sense of reliability for the company's mission and social actors who devote their time and allegiance to social systems, and the inclusion of personality is perceived as self-expression.

In addition, three types of commitment were categorized by Kanter (1968) as follows: continuity, coherence, and control. The three categories link a person's personality system to elements of an organization's social system: relationships, roles, and norms. The connection indicates the person's ability to behave according to his or her need.

Furthermore, Kaplan and Kaplan (2018), Martini et al. (2018) and Zefeiti and Mohamad (2017) cited the works of Allen and Meyer (1990a, 1997b). In Allen and Meyer's (1990) study, organizational commitment is called employee commitment. It refers to a person's propensity to engage in consistent behavior in light of the costs associated with ceasing it. It is an essential concept since it impacts organizational and societal commitment (Kaplan & Kaplan, 2018).

Particularly, Allen and Meyer's definition of organizational commitment also fits within the three major themes (Zefeiti & Mohamad, 2017) in the previous paragraph. Additionally, Allen and Meyer considered an organizational commitment a psychological state of mind with two characteristics: the worker's connection to the organization and the ramifications of staying or leaving. Since both parties' benefit from employees' organizational commitment, researchers have come to view organizational commitment as a relationship or connection between individuals and organizations (Zefeiti & Mohamad, 2017).

Later on, the definition of organizational commitment gradually changes over time but still retains the characteristics defined by the previous authors.

Martini et al. (2018) cited authors who provided their interpretation and additional element of organizational commitment by emphasizing the employees' relationship towards the company and their desire to remain their employee. They treated the term employee commitment as an individual's engagement in or attachment to a company and as a workers' profound response and the extent of their devotion to that company. According to Martini et al. (2018), a worker's loyalty to the company can be demonstrated by his or her commitment to the organization in which members express their interest in its future success and growth. However, it is as essential as the attitude of the company's employees towards them and many workers with steadfast dedication to the company have no plans to leave their positions and, ultimately, the organization behind. Given these points, Martini et al. (2018) concluded that organizational commitment is the same as employees' commitment and loyalty.

Notwithstanding, Allen and Meyer (1990a, 1997b as cited in Kaplan & Kaplan 2018; Zefeiti & Mohamad, 2017) proposed three areas of organizational commitment namely affective, normative, and continuance. In particular, the level of an individual's emotional attachment to his or her employer's business constitutes their affective commitment. It indicates loyalty and dedication and thus agrees with the organizational goals. It also refers to workers' sentimental ties to their organizational engagement or "desire to be emotionally involved" (Zefeiti & Mohamad, 2017). Employees with a solid emotional investment will remain devoted to their employers.

Affective commitment can occur due to a need and reliance on previously completed operations that would be detrimental to the firm if abandoned. This commitment results from the organization's ability to instill in employees' strong convictions in the importance of adhering to every company's principle and striving to achieve company objectives as the utmost priority while also keeping their membership (Martini et al., 2018).

To achieve organizational commitment, effective communication among employees is a crucial element (Zefeiti & Mohamad, 2017). Companies and workers must be cognizant of and respect one another's objectives and demands. Subordinates may feel a sense of commitment when the environment and the leaders are fair, dedicated to work, and acknowledge excellent output (Zefeiti & Mohamad, 2017). He also stated that an organization's dedication to its employees would boost staff retention, regular attendance, and increased productivity. Furthermore, according to several experts, effective communication involves an individual's emotional bond formed as the consequence of workers' company identity and motivation to help achieve these goals (Zefeiti & Mohamad, 2017).

In the field of management, normative commitment involves an obligation to remain in the institution out of moral responsibility regardless of external influences like peer pressure (Martini et al., 2018; Zefeiti & Mohamad, 2017). According to Kaplan and Kaplan (2018), employees feel devoted to the business because of its culture and work ethic,

and obligation may impact their normative commitment. Martini et al. (2018) pointed out that individuals who embody a robust normative commitment are apprehensive about how others perceive them when they walk away from the organization.

The assumed costs of quitting the company are called continuance commitment (Martini et al., 2018; Zefeiti & Mohamad, 2017). It demonstrates that workers face a material cost of departing from the company. Martini et al. (2018) added that continuance commitment is motivated by a person's reservations about abandoning their possessions and the position they obtained while working with the company. They think that one of the assumed costs of quitting is the fear of dropping appealing perks such as salary, facilities, position in the company, and other benefits. Employees with a prominent role in their companies prefer to keep their job because of their high compensation. Hence, they do not leave quickly due to the more considerable benefit they forfeit when they depart (Martini et al., 2018; Zefeiti & Mohamad, 2017).

A significant degree of affective commitment signals a willingness to remain with the company, while those with a high continuation commitment do so out of need. Moreover, those with a high normative commitment do so out of a sense of obligation (Kaplan & Kaplan, 2018; Zefeiti & Mohamad, 2017).

### **Organizational Performance**

Human resources are critical for businesses to achieve long-term competitive advantage (Kaplan & Kaplan, 2018). Consequently, because of the growing competition, businesses have become more cognizant of the significance of their workers (Glaudemans, 2019). Companies gauge their employees' performance using tools like performance appraisal or evaluation.

Most management responsibilities are based on the fundamental management notion of organizational performance. According to Nikpour (2016), organizational performance refers to the aggregate of all corporate accomplishments. The aforementioned corporate accomplishments are time-bounded and intended for a single stage or the entire scope and are associated with the organization's success and continued existence. Effectiveness, efficiency, productivity, quality, and innovation are all aspects of organizational performance (Nikpour, 2016.). Leitão et al. (2019) concur with that statement, further adding that, at the level of an individual organization, performance cannot be defined in a straightforward or universally accepted manner. Glaudemans (2019) argued that academics have limited consensus on its acceptable description or the suitable structural form of the correlations between measures.

Organizational performance is multifaceted and linked to goals and objectives (Leitão et al., 2019). It also refers to a company's effective resource utilization and production capacity, compatible with its aims and relevance to its consumers. Zefeiti and Mohamad (2017) stated that employee performance is critical since it contributes to the overall organizational performance. Consequently, this was due to the staff's talent and effort in meeting the company's objectives.

The disposition which has been evaluated or quantified in terms of its contribution to the achievement of organizational objectives is included in other definitions of organizational performance (Kenny, 2019). Capella (2016) defined organizational performance as converting inputs into outputs to achieve objectives. According to the same author, there are many ways to determine organizational performance. However, Jeong and Kim (2021) argue that organizational performance acknowledges that the firm outperforms other businesses in the same industry.

Nevertheless, both Capella (2016) and Jeong and Kim (2021) agree with the three outcome measurements: efficiency, technical innovation, and work excellence which comprises nonfinancial performance. Moreover, Leitão et al. (2019) stated that it has three main areas such as financial, operational, and organizational effectiveness. But they also considered the four components of conceiving organizational performance are effectiveness, efficiency, relevance, and financial viability.

The existing literature identifies two organizational performance indicators: financial and operational performance. Total shareholder returns and return on investment are financial results. In contrast, market dominance, production capacity, and quality of products and services are operating results (Glaudemans, 2019).

Similarly, Kenny (2019) created metrics to measure organizational performance. The metrics comprised specific organizational outcomes, such as financial, product, market, and shareholder return performances. Furthermore, he stated that production capacity performance is another factor to consider for analysis. Huang and Huang (2020) argued that organizational performance is a multifaceted and unquantifiable concept and that a single metric, such as financial return, is deemed insufficient.

Supplementing the statements above, Glaudemans (2019) supplemented by stating that these criteria for the assessment of organizational performance are applied only to the financial aspect, even though companies include nonfinancial factors. The environment, processes, and employees are the nonfinancial elements in measuring organizational performance. These facets are rarely included, yet they may impact financial outcomes in the long run (Glaudemans, 2019).

To emphasize this, Huang and Huang (2020) cited various studies to identify several nonfinancial metrics in measuring organizational performance. Collectively, the studies included nonfinancial aspects like management performance for internal and market performance for external measurement, effectiveness and efficiency of the company, both objective and subjective indicators, and corporate governance.

According to Ahmed and Shafiq's (2014) paper, nonfinancial indicators include internal business perspective and customer perspective, supplier relationship and employee perspective. Internal business perspective as a nonfinancial indicator relates to market knowledge. According to Huang and Huang (2020) market knowledge is interpreted from different perspectives because it refers to knowledge about external stakeholders and the technology used by the company. The author also defined the same term as employees' understanding of internal market information. Kohli and Jaworski (1990) concur with the above statement. They refer to it as the capacity to gather, develop, distribute, and collect market-related information concerning different stakeholders.

Additionally, Huang and Huang (2020) mentioned the authors that provide descriptions about what makes a customer knowledge. To summarize their points of view, customer knowledge management is the process of gathering, maintaining, and distributing information about customers. It is a mutual interaction that was previously a passive exchange. It is vital to have customer knowledge to turn it into a proactive and interactive relationship. Consequently, proactive communication between parties is crucial in establishing a deeper understanding of client demands and fostering a longer-term connection through knowledge exchange, generating a company's competitive advantage (Huang & Huang 2020).

Prior research has emphasized the value of intellectual capital in improving organizational performance and gaining a competitive edge. Intellectual capital is the successful application of implicit and explicit knowledge, namely human, structural, and relationship capital (Huang & Huang 2020). Human capital refers to an employee's knowledge, abilities, and experiences. On the other hand, structural capital is concerned with the efficiency of an organization and the business's value-generation processes. Relationship capital refers to the capacity for interaction with external contexts and the connections that a corporation establishes, fosters, and nurtures with its clients and suppliers.

A fundamental component of any organization's success is undoubtedly performance management. By effectively managing the employees' performance, an organization can ensure that it is achieving its strategic goals. People are the organization's most valuable asset; thus, how an organization handles people significantly impacts organizational performance (Leitão et al. 2019).

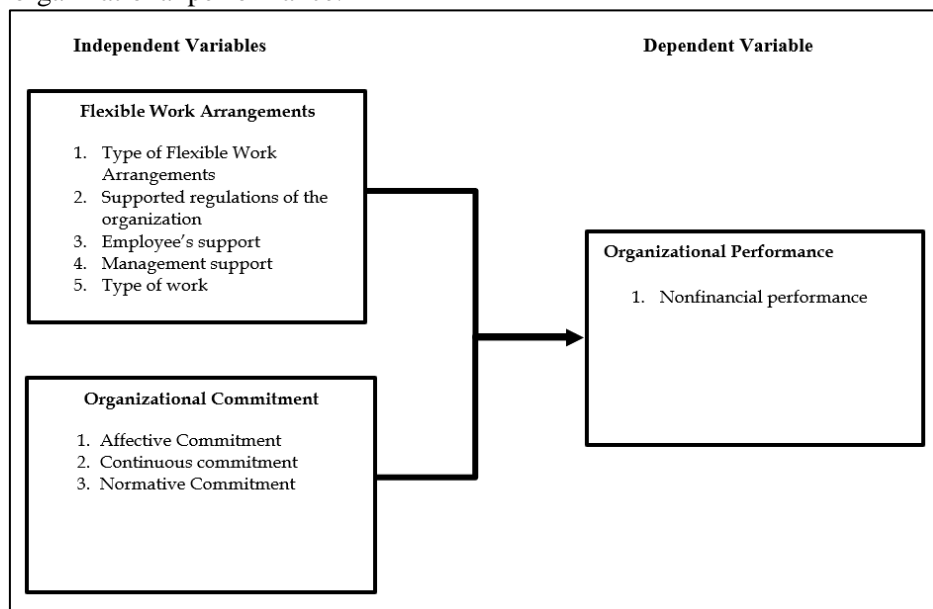
## THEORETICAL FRAMEWORK

The researcher grounded this study on Self-Determination Theory created in 1985, which stated a connection between flexible work arrangements, employees' organizational commitment, and performance (Austin-Egole et al., 2020). It emphasizes the need for autonomous motivation, making people feel they control their actions. This autonomy results in them being committed to the organization and wanting to work (Meyer et al., 2004). On the contrary, this theory proposes that whenever people view rewards and deadlines as coercive, it will diminish their motivation (Austin-Egole et al., 2020). Additionally, Berkery et al. (2017) have shown that workers who can balance their work and family life by working flexible schedules may be more likely to put much effort into the job. This flexible work arrangement can help reduce stress, exhaustion, and burnout, freeing up employees' mental and physical resources to focus on their work.

The self-determination theory was categorized into three: autonomous motives, controlled motives, and instrumental motives. Autonomous motivation relates to relationships, whereas controlled motives relate to power and instrumental depict specific goal achievement (De Cuyper and De Witte, 2008).

## CONCEPTUAL FRAMEWORK

Two independent variables are included in the study's conceptual model, and one dependent variable is present. Figure 1 shows the two independent variables of this study - flexible work arrangements and organizational commitment and the dependent variable – organizational performance.



**Fig. 1** Conceptual Framework Showing the Variables of the Study



It has indicators based on the analysis of Al-Habil and El-Rjoudi (2013). They used the following indicators, namely: type of flexible work arrangements, which includes skeletal workforce and compressed work hours or week like, work from home, part-time, job-sharing, and core time; supported regulations of the organization, employee's support, management support, and the type of work.

Meanwhile, the second independent variable is organizational commitment. According to Allen, Meyer, and Smith's (1993) paper, organizational commitment has affective, continuous, and normative indicators. Affective commitment means an individual's relative power concerning a given organization. Continuous commitment is how workers feel upon leaving the organization; normative commitment means employees feel obligated to remain in the organization.

In Sulayon and Guhao Jr.'s (2022) paper, organizational performance has nonfinancial performance as an indicator, is a dependent variable. Nonfinancial factors refer to information about the company's performance that cannot be expressed in monetary terms. It is measured based on capability, resource, environment, strategy, process, measure and analysis, innovation, and learning.

## **MATERIALS AND METHODS**

### **Research Design**

The research utilized a non-experimental design based on descriptive correlation to examine the connection between flexible work arrangements and employees' organizational commitment toward organizational performance. Data is gathered using the correlation technique to see if there is a correlation between two or more calculable factors (Khoiriyah and Ciptaningrum, 2019). Furthermore, this study employed an explanatory research method to derive conclusions supporting the present study.

### **Research Locale**

All King Multipurpose Cooperative branches and satellite offices throughout Mindanao participated in the study. The findings of this study were specific to the context of King Multipurpose Cooperative and within its branches and satellite offices. Their scope and sample only limited the general applicability of the conclusions. The 33 branches and satellite offices of King Multipurpose Cooperative.

### **Population and Sample**

The employees of King Multipurpose Cooperative were the subject participants of this research. The said cooperative has a total of two hundred sixty-eight (268) population as of October 2021; the making of this study considered respondents. The samples are selected regardless of gender, marital status, academic accomplishment, or company position or designation when the research was carried out and of legal age with a tenure of at least one year as a regular employee. Furthermore, regular employees with less than one year of term and employees with casual, job-order status, or agency-based employment were excluded as respondents. Employees not subject to flexible work arrangement programs were also excluded.

The target number of respondents is 210, with a 20% allowance for non-response making the total number of respondents to be around 250. The researcher used Slovin's formula to determine the sample size. According to Tejada and Punzalan (2012), a study can use Slovin's method to estimate a population proportion when the confidence coefficient is more than 95 percent. Furthermore, it is only ideal when the population proportion is thought to be near 0.5. The researcher employed a 20% allowance for non-response, leading to 250 sample sizes. This study utilized a systematic random sampling technique to avoid being subjective and biased in selecting the sample population. Using a random sampling strategy is justified because each member of the target population has an equal probability of being chosen (Capella, 2016).

### **Research Instrument**

The instrument utilized in this research was modified from Al-Habil and El-Rjoudi (2013) titled "Impact of Flexible Work Arrangements on Workers' Productivity in Information and Communication Technology Sector: An Empirical Study of the Gaza Strip ICT Firms" standardized survey. This study also utilized the questionnaire of Allen, Meyer, and Smith (1993) in "Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization" and the questionnaire from Sulayon and Guhao Jr. (2022) study titled "A Structural Equation Model on Business Performance of Micro-Enterprises." The researcher modified the questionnaires to suit the research context and translated them appropriately to the vernacular language for respondents' understandability.

The scope of the flexible working arrangements at King Multipurpose Cooperative was addressed in the initial questionnaires. The second series of questions focused on employees' level of commitment to the organization. The last batch of questionnaires measured the employees' organizational performance level.

Before conducting the study, the validated instruments were pilot tested on non-respondents of the survey. The results were thoroughly examined and analyzed by the statistician using Cronbach Alpha. The researcher used the five-point Likert Scale ratings with their respective range of means, and a description ranging from Strongly Disagree to Strongly Agree is also provided below to investigate the connection of the variables.

## Data Gathering Procedures

For data gathering, the researcher underwent the following procedures below:

As evidence of official recognition from the University of Michigan Tagum College, the researcher got a permission letter and authorization to execute such research and certification from the Dean of UUM Tagum College and the Program Coordinator for graduate studies. After receiving UMTC's approval, the researcher submitted it to King Multipurpose Cooperative's head office and addressed it to the Chief Executive Officer and the Human Resource Management, requesting permission to conduct the study within the subject company. The demographic chosen for the sample was given the survey forms to complete. Then, the researcher collected the respondents' self-reported data by answering the portion allotted in the printed questionnaires.

The data were recorded and tabulated according to the process stated in the data collection. Then, the results were analyzed and interpreted according to the appropriate statistical treatment such as Mean, Pearson  $r$ , and Regression Analysis.

## Statistical Treatment

The data were recorded and tabulated according to the process stated in the data collection. Then, the results were analyzed and interpreted according to the appropriate statistical treatment namely Mean, Pearson  $r$  and Regression Analysis.

## Ethical Consideration

These significant ethical issues and concerns have specific ramifications for this quantitative inquest. Such problems and concerns may arise primarily from the methodology involved in this study. The ethical considerations relevant to this research are voluntary participation, privacy and anonymity of respondents, the confidentiality of the data given, conflict of interest, falsification, and plagiarism.

The researcher followed all ethical standards and guidelines the University of Mindanao Ethics Committee set forth. The researcher diligently sought and secured key school administrators' permission to conduct this study. Additionally, by adhering to the evaluations and defined criteria in the research procedure, the researcher ensured that the people chosen for recruiting were suitable. They also examined the risks in the study and the measures taken to mitigate them, including any potential health, psychological, social, and financial risks. The study's sample also provided proper authorization and consent, and all their rights were fully guaranteed to them, especially when it comes to population and data security.

## RESULTS AND DISCUSSIONS

### Level of Flexible Work Arrangements

The domains of Flexible Work Arrangement used in this study are preferences in the Type of Flexible Work Arrangements, Supported Regulations of the Organization, Employee Support, Management Support, and Type of Work. The responses to these criteria are shown in Table 1.

Table 1 Level of Flexible Work Arrangements

Indicators	Mean	SD	Descriptive Level
Management Support	4.19	0.62	High
Supported Regulations of the Organization	4.19	0.61	High
Type of Work	4.19	0.55	High
Employee Support	4.13	0.61	High
Type of Flexible Work Arrangements	4.03	0.64	High
<b>Overall</b>	4.14	0.54	High

The table above shows the Flexible Work Arrangements level of KING MPC's employees, with an overall mean of 4.14 and a standard deviation of 0.54. The result is interpreted to be high, implying that the level of flexible work arrangements of employees of KING MPC is much observed.

The result shows that Management Support, Supported Regulations of the Organization, and Type of Work received the highest mean score of 4.19. Management Support has a standard deviation of 0.62, followed by Supported Regulations of the Organization with 0.61 and Type of Work having a standard deviation of 0.55. The overall mean for the three indicators mentioned above is described as high.

Following the above indicators is Employee Support. It received an overall mean of 4.13 with a standard deviation of 0.61, also described as high. Lastly, the Type of Flexible Work Arrangements had an overall mean of 4.03 with a standard deviation of 0.64 and was described as high.

### Level of Organizational Commitment

The domains of organizational commitment used in this study are Affective Commitment, Continuous Commitment, and Normative Commitment. The responses to these criteria are shown in Table 2.

**Table 2** Level of Organizational Commitment

Indicators	Mean	SD	Descriptive Level
Normative Commitment	4.21	0.58	Very High
Affective Commitment	4.19	0.57	High
Continuous Commitment	4.17	0.52	High
<b>Overall</b>	<b>4.19</b>	<b>0.51</b>	<b>High</b>

The above table shows the level of Organizational Commitment of KING MPC's employees with an overall mean of 4.19 and a standard deviation of 0.51 which is interpreted to be high. The findings show that KING MPC workers' organizational commitment is much observed.

Based on the result of the data gathering, Normative Commitment received the highest mean score of 4.21 with a standard deviation of 0.58, described as very high, followed by Affective Commitment with an overall mean of 4.19 with a standard deviation of 0.57. This outcome is interpreted as high, or Affective Commitment is much observed. Lastly, Continuous Commitment got an overall mean of 4.17 with a standard deviation of 0.52 which is described as high and interpreted as much observed.

### Level of Organizational Performance

Organizational Performance is the dependent variable of this study, with nonfinancial performance as the indicator used. As shown in Table 3. below, the result of this study shows an overall mean score of 4.24 with a standard deviation of 0.56, which is described as very high. It means that organizational performance is very much evident.

**Table 3** Level of Organizational Performance

Indicators	Mean	SD	Descriptive Level
Capability	4.29	0.61	Very High
Strategy	4.26	0.60	Very High
Innovation and Learning	4.24	0.63	Very High
Resource	4.23	0.64	Very High
Environment	4.22	0.58	Very High
Process	4.22	0.58	Very High
Measure and Analysis	4.21	0.62	Very High
<b>Overall</b>	<b>4.24</b>	<b>0.56</b>	<b>Very High</b>

Nonfinancial Performance has sub-indicators such as Capability, Resource, Environment, Strategy, Process, Measurement and Analysis, and Innovation and Learning. Based on the result of data gathering, Capability received the highest mean rating of 4.29 with a standard deviation of 0.61. The next highest mean rating is 4.26, which is for Strategy. Strategy has a standard deviation of 0.60. This outcome is followed by Innovation and Learning, with a mean score of 4.24 and a standard deviation of 0.63. Next, Resource with a mean score of 4.23 and a standard deviation of 0.64. Process and Environment received 4.22 as the mean rating and 0.58 as the standard deviation. Lastly, Measure and Analysis took the lowest mean rating of all domains. It obtained a 4.21 mean score and 0.62 standard deviations. Nevertheless, all of the domains of Organizational Performance are described to be very high or very much evident among the employees of King Multipurpose Cooperative.

### Significance of the Relationship between Flexible Work Arrangements and Organizational Performance

Table 4 shows the results of the correlation between Flexible Work Arrangements and Organizational Performance.

**Table 4** Significance on the Relationship between Flexible Work Arrangements and Organizational Performance

Independent Variable	Mean	SD	Dependent Variable	Mean	SD	r-value	p-value	Decision
Flexible Work Arrangements	4.03	0.64	Organizational Performance	4.24	0.56	0.512**	0.001	Reject the $H_0$ .
	4.19	0.61				0.721**	0.001	Reject the $H_0$ .
	4.13	0.61				0.606**	0.001	Reject the $H_0$ .
	4.19	0.62				0.682**	0.001	Reject the $H_0$ .
	4.19	0.55				0.665**	0.001	Reject the $H_0$ .

$r = 0.752$ , \*\* $p$ -value = 0.001

\*\* $p$ -value < 0.001 \* $p$ <0.05

### Significance of the Relationship between Organizational Commitment and Organizational Performance

The calculation using Pearson's  $r$  revealed a positive correlation between the variables with an  $r$ -value or correlation coefficient of 0.789 with a probability value or  $p$ -value of 0.001. These findings also indicate a significant relationship between Organizational Commitment and Organizational Performance. This outcome means that the level of organizational commitment significantly predicts organizational performance. For this reason, the null hypothesis that no significant relationship exists between organizational commitment and organizational performance was rejected.

**Table 5** Significance of the Relationship between Organizational Commitment and Organizational Performance

Independent Variable	$\bar{x}$	SD	Dependent Variable	$\bar{x}$	SD	r-value	p-value	Decision
Organizational Commitment	4.19	0.57	Organizational Performance	4.24	0.56	0.674**	0.001	Reject the $H_0$ .
	4.17	0.52				0.668**	0.001	Reject the $H_0$ .
	4.21	0.58				0.772**	0.001	Reject the $H_0$ .

$r = 0.789$ , \*\* $p$ -value = 0.001

\*\* $p$ -value < 0.001 \* $p$ <0.05

### Regression Analysis of the Influence of Flexible Work Arrangements on Organizational Performance

Shown in Table 6 are the regression coefficients to test the significant influence of the overall Flexible Work Arrangements and Organizational Performance among the employees of King Multipurpose Cooperative.

**Table 6** Regression Analysis on the Influence of Flexible Work Arrangements on Organizational Performance

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE ( $\beta$ )	Beta			
(Constant)	1.145	0.205		5.580	0.001	Reject the $H_0$ .
Supported Regulations of the Organization	0.464	0.084	0.504*	5.503	0.001	Reject the $H_0$ .
Type of Work	0.237	0.092	0.232*	2.583	0.010	Reject the $H_0$ .
Management Support	0.207	0.091	0.228*	2.271	0.024	Reject the $H_0$ .
Type of Flexible Work Arrangements	-0.086	0.063	-0.098	-1.380	0.169	Do not reject the $H_0$ .
Employee's Support	-0.088	0.085	-0.094	-1.025	0.307	Do not reject the $H_0$ .
<b>Dependent Variable: Organizational Performance</b>						
$r = 0.752$		$r^2 = 0.566$				
F-value = 53.24		p-value = 0.001				

\* $p$ <0.05

Through regression analysis, the results indicate that all domains of Flexible Work Arrangements, such as Type of Flexible Work Arrangements, Supported Regulations of the Organization, Employee Support, Management Support, and Type of Work, have received an r-value of 0.752, adjusted r-square of 0.566 and F-ratio of 53.24 with probability values of 0.001 which is lesser than 0.05 level of significance. The adjusted r-square 0.566 means that Flexible Work Arrangements influence the Organizational Performance of King Multipurpose Cooperative employees by 56.6%. The 43.4% are other factors that are not part of this study.

On this note, the Supported Regulations of the Organization obtained the highest standardized coefficient of 0.504, followed by Type of Work with 0.232. Lastly, the Management Support received a standardized coefficient of 0.228. However, the Type of Flexible Work Arrangements and Employee Support received -0.098 and -0.094 standard coefficients, respectively.

The domains of Flexible Work Arrangements, such as Supported Regulations of the Organization, received a probability value of 0.001; the Type of Work has a 0.010 p-value, and the Management Support obtained a p-value of 0.024 which is below the 0.05 level of significant influence. Meanwhile, the Type of Flexible Work Arrangements has a probability value of 0.169, and employee support has a probability value of 0.307 which is above the level of significance. The result indicates that Supported Regulations of the Organization, Type of Work, and Management Support are statistically significant. On the other hand, the Type of Flexible Work Arrangements and Employee support is not statistically significant.

### Regression Analysis of the Influence of Organizational Commitment on Organizational Performance

Presented in Table 7 are the regression coefficients to test the significant influence of the overall Organizational Commitment and Organizational Performance among the employees of King Multipurpose Cooperative.

Through regression analysis, the results indicate that all domains of Organizational Commitment, such as Affective Commitment, Continuous Commitment, and Normative Commitment, have received an r-value of 0.789, adjusted r-square of 0.623, and F-ratio of a113.3 with probability values of 0.001 which is lesser than 0.05 level of significance. The adjusted r-square of 0.623 means that Organizational Performance influences the organizational performance of King Multipurpose Cooperative employees by 62.3%. The 37.7% are other factors not included in this research.

On this note, Normative Commitment obtained the highest standardized coefficient of 0.530, followed by Continuous Commitment with 0.167, and Affective Commitment received a standardized coefficient of 0.150. The domains of Organizational Commitment, such as Normative Commitment, received a probability value of 0.001; Continuous Commitment has a 0.013 p-value, and Affective Commitment obtained a p-value of 0.031 which is below the 0.05 level of significant influence. The result indicates that all the abovementioned domains are statistically significant.

**Table 7** Regression Analysis on the Influence of Organizational Commitment on Organizational Performance

Independent Variables	Unstandardized Coefficients		Standardized Coefficients Beta	t-value	p-value	Decision
	B	SE ( $\beta$ )				
(Constant)	0.705	0.205		3.445	0.001	Reject the $H_0$ .
Normative Commitment	0.512	0.075	0.530*	6.848	0.001	Reject the $H_0$ .
Continuous Commitment	0.181	0.072	0.167*	2.508	0.013	Reject the $H_0$ .
Affective Commitment	0.148	0.068	0.150*	2.166	0.031	Reject the $H_0$ .
<b>Dependent Variable: Organizational Performance</b>						
r = 0.789		r <sup>2</sup> = 0.623				
F-value = 113.3		p-value = 0.001				

## CONCLUSIONS

Based on the outcome of the study and discussion provided, stated below are the conclusions derived:

The overall level of flexible work arrangements among the employees of King Multipurpose Cooperative during the COVID-19 pandemic is high due to its indicators such as type of flexible work arrangements, supported regulations of the organization, employee support, management support, and type of work also receiving a high overall rating. This outcome means that during the pandemic, the level of flexible work arrangements of King MPC employees is much observed.

Meanwhile, the employees of King Multipurpose Cooperative rated the degree of organizational commitment as high. This outcome is mainly due to the very high rating or evidence of normative commitment and the high descriptive equivalent of both affective and continuous commitment. Organizational performance is also high or very noticeable during a health crisis. The employees very much observed the organizational performance, so much so that all its nonfinancial performance indicators, namely: capability, resource, environment, strategy, process, measurement and analysis, and innovation and learning, received very high ratings as its descriptive equivalent.

The present study validates the anchored theory, Self-Determination Theory and rejects the default hypothesis, according to which there is no meaningful connection between flexible work arrangements and organizational performance. The results revealed a positive correlation and significant relationship between flexible work arrangements and organizational performance among the employees of King Multipurpose Cooperative during the COVID-19 pandemic. Hence, flexible work arrangements correlate with the staff members' organizational performance.

The paper also junks the default hypothesis to which there is no substantial connection between organizational commitment and organizational performance. The results indicated that organizational commitment and performance among the workers at King Multipurpose Cooperative have a favorable association and a substantial link. As a result, worker organizational performance and organizational commitment are associated.

The domain of flexible work arrangements with the highest standardized coefficient is supported regulations of the organization. This outcome means that it has the highest significant influence on predicting organizational performance. Additionally, the type of work and management support are the domains of flexible work arrangements that significantly influence and predict organizational performance. Thus, the null hypothesis is rejected because there are domains of flexible work arrangements that significantly predict organizational performance.

Similarly, the domain of organizational commitment with the highest standard coefficient is normative commitment. This outcome means that it has the highest significant influence on predicting organizational performance. In addition, affective commitment and continuous commitment are organizational commitment domains that significantly influence and predict organizational performance. Hence, the null hypothesis is rejected since there are domains of organizational commitment that significantly predict organizational performance.

## CONTRIBUTIONS OF AUTHORS

The authors confirm the equal contribution in each part of this work. All authors reviewed and approved the final version of this work.

## FUNDING

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

## CONFLICT OF INTERESTS

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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