

EFFECT OF JOB DEMAND, COMPENSATION, AND PERSONALITY TRAITS ON ORGANIZATIONAL COMMITMENT MODERATED BY WORK BY REMOTE EMPLOYEES IN THE FAST-MOVING CONSUMER GOODS (FMCG) SECTOR

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Abstract:

This study aims to analyze the effect of job demand, compensation, and personality traits on organizational commitment, which is moderated by work by remote employees in the fast-moving consumer goods (FMCG) sector. This research method uses a quantitative approach, tested with Structural Equation Modelling-Partial Least Squares (SEM-PLS). The sampling method uses judgment sampling by taking data from 555 permanent employees who have worked for at least 1 year in fast-moving consumer goods (FMCG) industrial companies. The results of the study show that there is a negative effect of job demand on organizational commitment. There is a positive effect of compensation and personality traits on organizational commitment. There is an effect of job demand on organizational commitment moderated by work by a remote employee, and there is no effect of compensation and personality traits on the organizational commitment moderated by work by a remote employee.

Keywords: Job Demand, Compensation, Personality Traits, Work by Remote Employee, Organizational Commitment.

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INTRODUCTION

The emergence of Corona Virus Disease 2019, which has hit the world since the beginning of 2020, has become a big challenge that requires company management to develop creative and innovative ideas so that work processes and employee performance can be maintained and even improved, even though working in a pandemic. The World Health Organization (WHO) declared Covid-19 a global pandemic on March 11, 2020. Then, through the Presidential Decree of the Republic of Indonesia Number 12 (Keppres) of 2020, Covid-19 was designated as a non-natural disaster for the spread of Corona Virus Disease 2019 (Covid- 19) as a national disaster (Ihsanuddin, 2020).

The Indonesian government has made various efforts to prevent the spread of Covid-19, some of which the government has made several policies such as the PSBB and PPKM, which in essence, limit the movement of people's mobility, including, in this case, limiting the maximum number of employees who may be active in the office during the PSBB and PPKM periods, This is what later gave birth to the phenomenon of working from home (work by remote employee).

Based on data from the Central Bureau of Statistics, the spread of Covid-19 has impacted the manufacturing industry in Indonesia. The performance of the domestic manufacturing industry began to experience a sharp decline in March 2020, reflected in the weakening of the Purchasing

Managers Index (PMI) of the manufacturing sector from 51.9 in February 2020 to 45.3 in March 2020 and plunged to the lowest of 27.5 in April 2020. One of the biggest contributors to manufacturing growth is the fast-moving consumer goods (FMCG) sector.

The Indonesia Stock Exchange shows that most companies are in the food and beverage sector, namely 31 companies. One of the industrial sectors participating in implementing the work-by-remote employee policy is employees working in the fast-moving consumer goods (FMCG) industry. Work by remote employee is working remotely and digitally notifying that someone is working from home on a certain day or temporarily to minimize risks to the health and safety of those involved. According to Rudnicka et al. (2020), the disadvantage for workers who use the work-by-remote employee system is that the company needs to provide a physical separation between work and personal time. In the end, the home becomes a dull work environment. It can reduce employee commitment which in turn impacts decreasing employee performance.

Research Taborosi et al. (2020) found differences in organizational commitment between employees who work conventionally and employees who work from home (work by remote employee) in Bosnia and Herzegovina, Montenegro, Croatia, where employees who work remotely are more committed to the organization than conventional workers. Furthermore, it was also found that employee engagement at work and loyalty to the organization was not affected by how employees work (conventionally or remotely).

PT Ichi Tan Indonesia, PT Atri Televisindo and PT Bright Food International are 3 companies engaged in the fast-moving consumer goods (FMCG) business. The three companies were selected as research samples in the FMCG industry because these three companies produce products in a similar category. The current phenomenon related to employee commitment is worrying because employee turnover is high. The high turnover rate reflects employee commitment that is not optimal Serhan et al. (2021). High turnover occurred in 2019 and 2020. It is inseparable from the impact of Covid-19, which has made many companies change or adapt human resource policies to increase efficiency. However, conditions are different in 2021, when companies have begun to adapt or be able to anticipate the impact of Covid-19 so that turnover is low.

Job demand, compensation, and personality traits factors can affect organizational commitment. As stated in the research of Truong et al. (2020), job demand can increase organizational commitment and impact employee creativity. Furthermore, Ashraf's research (2020) on university staff in Bangladesh found that compensation positively impacts organizational commitment, and compensation also mediates the influence of demographic factors on organizational commitment. Research by Marchalina et al. (2021) found that personality traits positively affect organizational commitment among employees of companies listed on the Kuala Lumpur Stock Exchange (BSKL), Malaysia. Similar research results were also found by Ameer et al. (2022) if personality traits positively affect organizational commitment in companies in the information technology sector.

The effect of job demand, compensation, and personality traits on organizational commitment also has inconclusive results, where research by Lu et al. (2017) found that job demand had a positive effect on organizational commitment. Ashraf's research (2020) on university staff in Bangladesh found that compensation positively impacted organizational commitment.

Furthermore, personality traits also do not have conclusive results, as shown by research by Sartori et al. (2021) on the sales workforce in Italy, who found that the personality trait dimension which consists of five aspects, namely agreeableness, conscientiousness, extraversion, openness and neuroticism/emotional stability has a different effect on organizational performance. The role of organizational commitment as an intervening variable was also inconclusive, where Setiawan's

research (2021) found organizational commitment to affect employee performance and knowledge sharing positively, and team conflict factors were shown to mediate the effect of organizational commitment on employee performance. However, different results were found by Taufiqurrahman et al. (2021) that organizational commitment has no effect on employee performance, and organizational commitment does not mediate the influence of organizational culture on employee performance.

The novelty of the idea or novelty of this study fills the research gap by involving organizational commitment as a dependent factor that is influenced directly or indirectly between job demand, compensation, and personality traits because organizational commitment has a significant contribution in meeting organizational goals and perfecting work according to the targets set by the company. High organizational commitment can motivate employees to work harder or be more involved, making it easier to manage job demand, compensation, and personality traits in the company environment. Besides that, this study also analyzes how the role of work by remote working employees is a moderating factor in influencing the relationship between job demand, compensation, and personality traits on organizational commitment. Thus, it will obtain a more comprehensive picture of how the influence of job demand, compensation, and personality traits on organizational commitment and see to what extent the implications of working conditions with the work by remote employee system can affect employee organizational commitment.

Therefore, researchers want to know the effect of job demand, compensation, and personality traits on organizational commitment moderated by work by remote employees in the fast moving consumer goods (FMCG) sector.

METHODS

The research uses a quantitative approach and explanatory methods to explain how variables are responsible for changes in other variables (Cooper and Schindler, 2014). The research was conducted by testing the hypothesis (hypothesis testing). According to Ghozali (2018), hypothesis testing describes differences or other relationships between independent factors or groups of two or more factors in the same phenomenon. The research aims to determine the effect of job demand, compensation, and personality traits on organizational commitment with work by remote employees as moderator. The research was conducted cross-sectional because data were collected at once and only once (Cooper and Schindler, 2014) by distributing questionnaires to respondents, such as employees of fast-moving consumer goods (FMCG) industrial companies. The variables and their measurements are described in table 1 as follows:

Table 1. Variable Measurement

Variable	Dimensions	Statement Indicator
Job Demand Source: (Burr et al., 2019)	Quantitative demands	I complete a backlog of work every day because the workload is distributed unevenly
		I often don't have enough time to complete all tasks I'm lagging behind in completing work
	Cognitive demands	I have to keep an eye on a lot of things at work My job, demands to remember many things My job demands to be good at sparking new ideas Work places me in emotionally disturbing situations

		My job demands having to deal with other people's personal problems
	Emotional demands	Work places me in emotionally disturbing situations
		My job demands having to deal with other people's personal problems
		My job is emotionally demanding
	Demands for hiding emotions	I am required to treat everyone equally, even when I don't like it
		My job requires covering feelings
		I am required to be kind and open to everyone
<i>Compensation</i> Source: (Hasibuan, 2019)	Wages	I am satisfied with the percentage of the amount of salary increase per year
		I always receive payment of salary from the company in a timely manner
	Incentive	I receive incentives (bonuses in the form of money and certificates of appreciation) in accordance with the sacrifices made
	Allowances	I received health benefits as expected
		I received the old age allowance as expected
		I receive a holiday allowance commensurate with the amount worked in a year
	Facility	I am satisfied with the facilities provided by the company
	Compensation system	The existing compensation system has been transparent
		Benefits provided by the company are in accordance with the principle of fairness
	Health Insurance	Medical expenses for me and my family are covered by health insurance paid for by the company
	Pension Money	The company provides pension money to each employee after the end of his working period
<i>Personality Traits</i> Source: (Robbins dan Judge, 2017).	Neuroticism	I am a confident person
		I am someone who is not easily offended
		I am someone who is easily satisfied
	Extraversion	I feel happy to be around people
		I feel happy to be responsible
		I am an energetic person
	Openness to Experience	I am someone who likes to ask questions
		I am a creative person
		I am attracted to art and beauty
	Agreeableness	I am someone who easily believes
		I am an honest person
		I am someone who puts the common good first
	Conscientiousness	I am a competent person
		I am someone who is careful
		I am someone who obeys the rules
Organizational	Affective Commitment	I am very happy to spend the rest of my career at this

Commitment	company
Source:	I like to share my company with my friends
(Allen & Mayer, 1990)	I feel the company's problems are my own
Sustainable Commitment	I was afraid of what might happen if I quit my job without having another job
	It would be very difficult for me to leave my company now, even if I wanted to

Source: Author, 2023

The population in this study are employees of fast-moving consumer goods (FMCG) industrial companies. The sampling method used is non-probability sampling, which is a sampling technique that does not provide the same opportunity for each element (member) of the population to be assigned as a member of the sample (Sugiyono, 2018). In this study, there were 555 respondents from 30 (thirty) fast-moving consumer goods (FMCG) companies, considering that these companies have relatively similar characteristics regarding the types of products sold and the number of assets and employees.

The sample selection technique used is the judgment sampling method, where the sample is selected or determined based on the research objectives or the subjective opinion of the researcher (Sugiyono, 2018). The sample criteria in this study are permanent sales employees who have worked for at least 1 year in a fast-moving consumer good (FMCG) industrial company. The researchers set the criteria for a particular sample of employees who worked for at least 1 year so that the assessment or respondents' answers to the statements in the questionnaire can fully describe the condition of the company under study.

Data analysis for the description of each variable uses the average (mean). In contrast, the influence analysis uses a structural equation model (SEM) to evaluate hypotheses because it can compare various factors that depend on each other while explaining measurement errors in the process. Comparison (Hair et al., 2018).

RESULT AND DISCUSSION

Hypothesis testing between constructs is done by bootstrap resampling. Calculation of the hypothesis tested with SmartPLS 3.2.9 can be seen from the path coefficient value, namely the t statistic of the relationship between variables in the study.

The hypothesis testing in this study was to compare the numbers in the t-statistics column with the required statistical limits, namely 1,640 as a t-table and 0.05 (one-tailed) as an alpha number (α). According to the current arrangement. If the tstatistic numbers $>$ table and p numbers $<$ α . Then it shows that it meets the requirements so that H_0 is rejected or H_a can be accepted. The test can be seen in table 2 as follows:

Table 2. Hypothesis Testing Direct Influence Between Variables

	Hypothesis test	Original Sample	Sample Mean	Standard Deviation	t-statistic	p-value	Results
H1	Job Demand à Organizational Commitment	-0,097	-0,105	0,035	2,757	0,006	Received
H2	Compensation à Organizational Commitment	0,239	0,236	0,042	5,654	0,000	Received
H3	Personality Traits à Organizational Commitment	0,121	0,121	0,036	3,381	0,001	Received

Source: The Results of Hypothesis Testing with Regression Using SmartPLS 3.2.9



From the table above the estimation parameters testing the negative effect of job demand on organizational commitment (H1) obtained significant results with a standard deviation of 0.035, a coefficient value of -0.097, a t-statistic value of 2.757 and a p-value of 0.006. The values obtained have met the requirements for accepting the hypothesis where the statistical value is > 1.640 at a significance level of 0.05, and the p-value < 0.05 is even smaller than 0.01. So that H0.1 is rejected, or in other words, Ha.1 is accepted. It means that job demand has a negative effect on organizational commitment.

The estimation parameter testing the positive effect of compensation on organizational commitment (H2) obtained significant results with a standard deviation of 0.042, a coefficient value of 0.239, a t-statistic value of 5.654 and a p-value of 0.000. These values meet the requirements for accepting the hypothesis: a statistical value of > 1.640 at a significance level of 0.05 and a p-value < 0.05 or < 0.01. So that H0.2 is rejected, or in other words, Ha.2 is accepted. It means that compensation has a positive effect on organizational commitment.

The estimation parameter testing the positive effect of personality traits on organizational commitment (H3) obtained significant results with a standard deviation of 0.036, a coefficient value of 0.121, a t-statistic value of 3.381 and a p-value of 0.001. These values fulfill the conditions for accepting the hypothesis: the statistical value > 1.640 at the 0.05 significance level and the p-value < 0.05, which is less than 0.01. So that H0.3 is rejected, or in other words, Ha.3 is accepted. It means that personality traits have a positive effect on organizational commitment.

Table 3. Hypothesis Testing Indirect Influence Between Variables

Hypothesis test	Original Sample	Sample Mean	Standard Deviation	t-statistic	P value	Result
H4 Work by remote employee strengthens the negative effect of job demand on organizational commitment	0,085	0,083	0,035	2,408	0,016	Received
H5 Work by remote employee weakens the positive effect of compensation on organizational commitment	-0,006	-0,011	0,052	0,108	0,914	Rejected
H6 Work by remote employee weakens the positive effect of personality traits on organizational commitment	0,005	0,003	0,035	0,134	0,894	Rejected

Source: Hypothesis Test Results with Regression Using SmartPLS 3.2.9

The estimation parameter of work by remote employee testing in strengthening the negative effect of job demand on organizational commitment (H4) found significant results with a standard deviation of 0.035, a coefficient value of 0.085, a t-statistic value of 2.408 and a p-value of 0.016. These values fulfill the conditions for accepting the hypothesis: the statistical value > 1.640 at the 0.05 significance level and the p-value < 0.05. So that H0.4 is rejected, or Ha.4 is accepted. It means that work by remote employee strengthens the negative effect of job demand on organizational commitment.

The estimation parameter of work by remote employee testing in weakening the positive effect of compensation on organizational commitment (H5) obtained insignificant results with a

standard deviation of 0.052, a coefficient value of -0.006 with a t-statistic value of 0.108 and a p-value of 0.914. These values do not meet the requirements for accepting the hypothesis where the statistical value is < 1.640 at the significance level of 0.05, and the p-value is > 0.05 . So that $H_0.5$ is accepted, or in other words, $H_{a.5}$ is rejected. It means that work by remote employee does not weaken the positive effect of compensation on organizational commitment.

The estimation parameter of work by remote employee testing in weakening the positive effect of personality traits on organizational commitment (H_6) shows insignificant results with a standard deviation of 0.035, a coefficient value of 0.005, a t-statistic value of 0.134 and a p-value of 0.894. These values do not meet the requirements for accepting the hypothesis where the statistical value is < 1.640 at the significance level of 0.05, and the p-value is > 0.05 . So that $H_{a.6}$ is rejected, or in other words, $H_0.6$ is accepted. It means that work by remote employee does not weaken the positive effect of personality traits on organizational commitment.

This research explains in depth the 6 hypotheses proposed in the study. Researchers tested the proposed hypotheses by using six independent, moderating, and dependent variables. Independent variables include job demand, compensation, and personality traits. The dependent variable is organizational commitment. The moderating variable is work by a remote employee. The discussion is based on the results of path analysis using Partial Least Square (PLS) combined with descriptive statistical analysis. The discussion on research aims to provide answers to the formulation of research problems planned at a significant level related to the hypothesis and accompanied by an explanation.

Discussing the research results also involves theoretical and empirical studies, which are important factors in getting an overview of their contribution to testing the hypotheses proposed in the research. The hypotheses proposed in this study are as many as 6 hypotheses. The test results have shown that the overall hypothesis is significant. Discussion of research results can be developed as follows:

Effect of Job Demand on Organizational Commitment. Job demands are viewed as demands that drive mastery, personal growth, and future gain, and employees experience these demands as opportunities to learn, achieve, and demonstrate competence. On the other hand, requests for help hinder personal growth, learning, and goal attainment and are generally seen by employees as obstacles or barriers that hinder progress toward goals and effective performance (Buitendach et al., 2016). The results of this test answer the first problem formulation related to Hypothesis 1 ($H_{a.1}$), namely, job demand has a negative effect on organizational commitment. It shows that the higher the job demand, the lower the contribution to increasing organizational commitment.

The findings above align with the findings of Park (2017), which revealed that job demand negatively affects organizational commitment in both cooperative employees and public companies (Limited Liability Companies) in South Korea. Furthermore, Doogajudhur & Dell (2019) also obtained a negative effect of job demand on the organizational commitment of 400 permanent employees in various industrial sectors in Mauritius. The results of this study also support the research of Priyono et al. (2022) employees of BUMN companies in Indonesia that job demand has a significant negative effect on organizational commitment, where the higher the job demand, the lower the organizational commitment. In line with the findings of Widyawaty et al. (2022) on employees of national private companies in Indonesia that job demand has a significant negative effect on organizational commitment.

Effect of Compensation on Organizational Commitment. Giving the right compensation will have a positive influence on organizational commitment. The statistical test results answer the second problem formulation related to Hypothesis 2 ($H_{a.2}$) proposed in this study. It shows that

with the existence of compensation that helps realize the indicators above, a more positive organizational commitment is present in the organization. The more positive the value of organizational commitment that is present will influence the attitude and way of working personnel in a better direction.

Several empirical studies examine the relationship between compensation structure and organizational commitment, including Kee et al. (2016), who found that financial compensation significantly positively affects organizational commitment in the Malaysian banking sector. The same findings were expressed by Suryani et al. (2019) found that compensation had a significant positive effect on organizational commitment in the Cooperative and UKM Office of Bali Province.

Similar research results were expressed by Ashraf (2020), who stated that the compensation structure positively affected organizational commitment at the private university of Dhaka, Bangladesh. It is also supported by Chai et al. (2019) that companies that provide fair compensation have a positive relationship with an organizational commitment to 844 employees in various industries in Pennsylvania, USA.

The Effect of Personality Traits on Organizational Commitment. Personality traits can contribute to the organizational commitment of every employee. Employee personality predisposes to a high or low commitment to the company. The contingency role of two personality traits: employees' core self-evaluation and future focus. Core self-evaluation is one of the key constructs for considering individual differences. It can help provide a clearer understanding of how organizational support in response to environmental disturbances influences changes in employees' affective commitment to the organization and, ultimately, work-related well-being.

These results can answer the third problem formulation related to the third hypothesis (Ha.3). Namely, personality traits positively affect organizational commitment. According to Allport (2016), personality is the sum of how a person acts and interacts with others. Personality is the dynamic organization of a person's psychological systems that determine how they are uniquely adapted to their environment. Research Marchalina et al. (2021) obtained a positive effect of personality traits on organizational commitment in employees of companies listed on the Kuala Lumpur Stock Exchange (BSKL) Malaysia. Ameer et al. (2022) also found the same study results. Personality traits positively affect organizational commitment in companies in the information technology sector. The results also support Korankye et al. (2021) in their research, where personality traits positively affect employees' organizational commitment at GCB Bank in Ghana.

Work by Remote Employees strengthens the negative effect of Job Demand on Organizational Commitment. The results of statistical tests show that there is a relationship between the effect of job demand on organizational commitment moderated by work by remote employees. This relationship is moderating where work by remote employee strengthens the magnitude of the negative effect of job demand on organizational commitment. In this case, the effect of work by the remote employee is closely related to achieving an increase in organizational commitment. Job demand which is strengthened by the presence of work by remote employees, produces a negative effect that is even stronger on organizational commitment.

It answers the eleventh problem formulation related to Hypothesis 4 (Ha.4): remote employees' work strengthens job demand's negative effect on organizational commitment. Employees who work in fast-moving consumer goods (FMCG) companies who are used to working in the field will be increasingly pressured if they are forced to work remotely, thereby reducing employee commitment to the company. High levels of job demand that consumes employees' time and energy and increase stress reduce the quality of social exchange relationships, resulting in lower commitment (Jong & Ford, 2016). This study's results align with Mary's research

(2020) that work by remote employees has a negative effect on the organizational commitment of private companies in Europe.

According to Taborosi et al. (2020), if differences in conventional and teleworking work are observed, it can be assumed that remote workers have lower organizational commitment values because they do not directly interact with their colleagues and do not spend physical time with their co-workers. Research (Jamal et al., 2021) found that during the Covid-19 pandemic, job demand significantly affected job stress, which could reduce organizational commitment in information technology companies in India.

Work by Remote Employees weakens the positive effect of Compensation on Organizational Commitment. The statistical test results show no relationship between the effect of compensation on organizational commitment moderated by work by remote employees. The better the company is in providing compensation to employees with work by remote employees will not have an effect on organizational commitment.

The statistical test results do not answer the twelfth problem formulation related to Hypothesis 5 (Ha.5) proposed in this study. The existence of work by remote employees does not trigger a reduction in the positive effect of compensation on organizational commitment to motivating employees or employees to do their jobs. Employees who work for fast-moving consumer goods (FMCG) companies who work on a work-by-remote employee basis do not feel the lack of compensation given by the company, so it does not reduce the level of employee commitment to the company. It is as shown by the descriptive statistical test, which obtained an average value of 3.759, which means that employees consider the level of compensation provided by the company to be good enough so that working remotely or working from an office does not affect the level of employee commitment to the company.

Compensation is any form of compensation the company gives to its employees for the sacrifice of the employee concerned. When giving rewards, it must be remembered that they must be appropriate, fair, acceptable, rewarding, motivating, and based on need. Giving compensation will benefit both parties, both the company and for employees (Idris et al., 2020).

Previous research by Kee et al. (2016) tested the relationship between compensation and organizational commitment in the Malaysian banking sector. The findings of this study indicate that financial compensation has a significant positive relationship with organizational commitment. The results of other studies were also revealed by Ashraf (2020), who stated that the compensation structure positively affects organizational commitment.

Work by remote employee does not weaken the positive effect of compensation on organizational commitment. These results are supported by descriptive statistical tests, which show that the effectiveness of employees working with the work by remote employee system could be more optimal in fast-moving consumer goods (FMCG) companies. 3.633. It is why work by remote employees does not play a major role in influencing the relationship between compensation and organizational commitment.

Work by Remote Employees weakens the positive influence of Personality Traits on Organizational Commitment. The statistical test results show no relationship between the influence of personality traits on organizational commitment moderated by work by a remote employee. Current technology and work systems related to work by remote employees are considered to weaken the positive influence of personality traits. The higher the increase in work by a remote employee, the weaker the influence of the personality traits concerned and the worse the impact on organizational commitment.

If it does not answer the thirteenth problem formulation related to hypothesis 6 (Ha.6), work by remote employees does not weaken the positive effect of personality traits on organizational

commitment. Employees working for fast-moving consumer goods (FMCG) companies work remote employee personality traits do not change when working for the company, so it does not reduce employee commitment to the company. It is shown by the descriptive statistical test, which obtains an average value of 4.076, which means that employees have a good personality, so working remotely or working from an office does not affect the level of employee commitment to the company. This condition is one of the factors why working with work by remote employees does not affect employee personality traits.

Employee personality traits predispose to a high or low level of commitment to the company. Another study believes that the Big Five Model, which characterizes individual behavior, can provide a satisfactory understanding of commitment because it combines all of a person's attributes (Korankye et al., 2021). Personality traits will have the greatest predictive validity when there is substantial variability in the performance of the criteria to be predicted so that rampant poor performance can enhance personality relationships (Aarde et al., 2017). Different results were found by Farrukh et al. (2016), who revealed that personality traits have a significant effect on organizational commitment in Malaysia.

Work by remote employee does not weaken the positive effect of personality traits on organizational commitment. These results are supported by the results of descriptive statistical tests, which show that the level of work effectiveness of employees who work with the work by remote employee system is not optimal in fast-moving consumer goods (FMCG) companies. It is shown by descriptive statistical tests of the average value of work by remote employees, only 3,633. It is why work by remote employees does not play a major role in influencing the relationship between personality traits and organizational commitment.

CONCLUSION

In general, the conclusions of this study consist of 6 hypotheses. There are 2 indirect (moderation) hypotheses that are not supported. Namely, work by remote employee weakens the positive effect of compensation on organizational commitment, and work by remote employees weakens the positive effect of personality traits on organizational commitment. In more detail, the conclusions from each direct and indirect influence can be seen as follows:

There is a negative effect of job demand on organizational commitment. It is proven that increased workload has a negative effect on organizational commitment. It shows that job demand is a determining factor for generating organizational commitment. Employees who feel job demand can reduce the creation of organizational commitment. In this case, it can be employee encouragement to maintain a job and show performance results as they should.

There is a positive effect of compensation on organizational commitment. Compensation provided by the company has a good influence on organizational commitment. It shows that compensation is a determining factor for generating organizational commitment. Compensation done well will give the organization a positive image for its employees. Employees will feel the organization has a high concern for all employees. It can increase organizational commitment.

There is a positive influence of personality traits on organizational commitment. It is proven that each employee's personality traits influence organizational commitment. It shows that personality traits are a determining factor for the fulfillment or realization of organizational commitment. General characteristics inherent in a person, especially with the direction of good character and in accordance with work, will increase organizational commitment.

There is an effect of job demand on organizational commitment moderated by work by remote employees. It is proven that the moderation of work by remote employees strengthens job demand's negative effect on organizational commitment. It states that moderation of work by

remote employees is a determining factor in the effect of job demand on organizational commitment. When observed, remote workers have a lower organizational commitment score. It is because they do not directly interact with their colleagues and do not spend physical time with their co-workers.

There is no effect of compensation on organizational commitment moderated by work by remote employees. It is proven that moderation of work by remote employee does not weaken the positive effect of compensation on organizational commitment. It shows that moderation of work by remote employee is not a determining factor in the effect of compensation on organizational commitment. Compensation is all the compensation the company provides employees, which are employee sacrifices. Compensation will benefit both parties, both the company and employees.

There is no effect of personality traits on organizational commitment moderated by work by remote employees. It is proven that moderation of work by remote employee does not weaken the positive effect of personality traits on organizational commitment. It shows that moderation of work by remote employee is not a determining factor in the influence of personality traits on organizational commitment. Employee personality traits predispose to a high or low level of commitment to the company. Personality traits will have the greatest predictive validity when there is substantial variability in the performance of the criteria to be predicted so that rampant poor performance can enhance personality relationships.

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