

**THE IMPACT OF COVID-19 PANDEMIC ON ORGANIZATIONAL
CULTURE AND ORGANIZATIONAL COMMITMENT OF THE
EMPLOYEES OF MULTILEVEL MARKETING COMPANY
IN AMBON CITY**

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ABSTRACT

The Corona Virus Disease 2019 (COVID-19) pandemic has had a huge impact on changes around the world, including on economic, socio-political, security and cultural crises. Facing this challenge, each person must be able to push all his/her abilities into competition as the main thing to achieve his/her existence as a human being. To achieve these work goals, people who are competent in carrying out their work or duties are needed. The research aims to see the direct and indirect influence and impact of Covid-19 Pandemic on Organizational Culture and Organizational Commitment of the Employees of Multilevel Marketing Companies in Ambon City. This research is a quantitative, with the research design of a hypothesis testing to examine the effect between variables. The population in this research are all downline members of PT. Cahaya Karunia Persada company in Ambon. The sample in this research uses a saturated sampling technique, because the population are relatively small, which are the uplines of PT. Cahaya Karunia Persada company in Ambon, with a total of 74 people. The coefficient test results show that the Covid-19 pandemic path has a significant and positive effect on organizational culture of 0.943 and an R-Square value of 0.890 (89%), which means that the hypothesis is accepted, since there is a partial positive effect between the COVID-19 pandemic and organizational culture. Similarly, the covid-19 pandemic path coefficient test results have a significant and positive effect on organizational commitment of 0.677 and an R-Square value of 0.458 (45.8%), which means that the hypothesis is accepted, since there is a partial positive effect between the COVID-19 pandemic and organizational commitment.

Keywords: Covid-19 Pandemic, Organizational Culture, Organizational Commitment.

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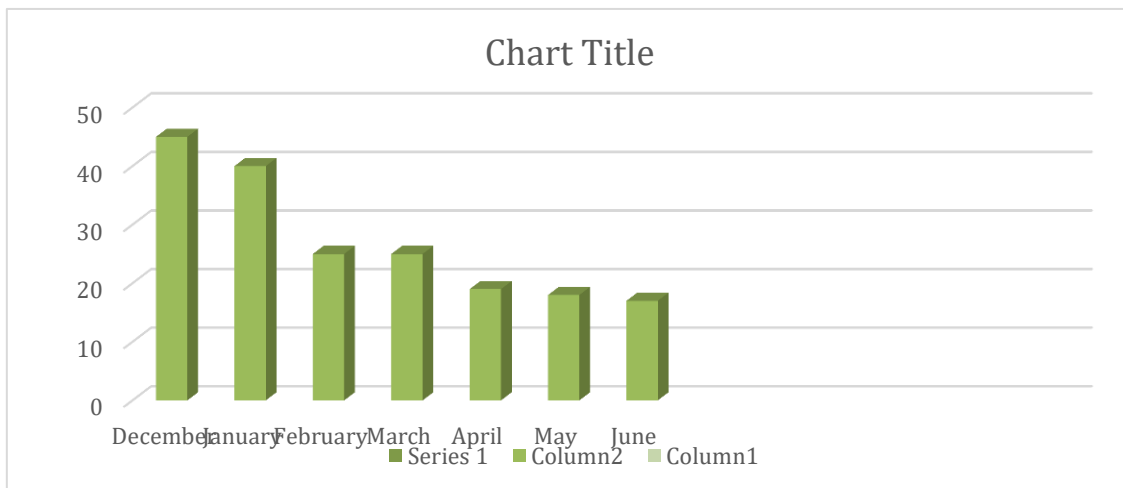
1. INTRODUCTION

Human and work cannot be separately comprehended. Various things that are inherent to humans, either organizational culture or commitment in doing a work does have an impact on aspects of work results or performance. Organizational culture and commitment are important factors that have an influence on factors in humans because they have the urge to work or not. When a decision is made for a person to work for another person or a company, the first thing he/she will face is the organizational culture in which he/she works. How he/she must adapt to the ongoing habits in that company organization and are recognized by either the owner or the other existing person (employees). It becomes a dilemma for him/herself. Under these circumstances, he/she must be aware of having whether weak or strong competitive abilities.

The type or form of company ownership that is a Multilevel Marketing Company is a form of company in which technically operated differently from the other forms of business companies. This company is run by parties known as upline and downline. The upline and downline parties each have a different role according to their position in the organizational structure level, that are at the top level, the middle level, and the low level, but aside from that, they have the same role, in which both function as sellers and market products either at their respective or different levels.

The description above illustrates that the existing organizational culture and the one by Multilevel Marketing companies is a teamwork organizational culture with a transformational leadership pattern. This team-based organizational culture shows that there is a good division of labor within a team without compromising the contribution of individual or people in a team. It means that the triumph/success/achievement of the team is the contribution of individual in the team, so it takes individuals or people who are committed to themselves, even to the organization or team. There are numbers of strategic conditions that companies can do to be able to market their products, including personal selling. Personal selling could play a major role in answering the vision of Multilevel Marketing companies in general, that is to become a long-term multilevel marketing company by exploring potential, increasing collaboration, and developing a more meaningful quality of life oriented to the concept of multilevel marketing (Latuihamallo et al., 2018).

The development of products sold by Multilevel Marketing companies in Ambon City by PT. Cahaya Kurnia Persada for the period of 2019 by 74 people downlines.



Graphic 1. Sales Trends in 2019-2020 at PT. Cahaya Karunia Persada

The table above shows that product sales from the two multilevel marketing companies fluctuate with a downward trend. This trend can be explained from the perspective of human resources, that is the downline as an organizational human resource which has the skills to sell through direct communication with buyers. However, due to the COVID-19 pandemic that occurs worldwide, which is also affected Indonesia down to the regions, it makes their sales by going directly to the buyer cannot be done. They are only able to influence buyers by selling online.

The description of the circumstances above is different from the next explanation regarding covid-19 pandemic that is hitting the today's world (global pandemic) which badly affects and destroys. The Corona virus (COVID-19) pandemic has had a huge impact on changes throughout the world which is resulted in many deaths related to COVID-19 and has an impact on economic, socio-political, security, cultural crises

that everyone should be aware of. Any business doctrines, even beliefs and ideologies, seem powerless in the face of the global pandemic. Business becomes sluggish, employees or workers are temporarily laid off to the point of the employment termination by the organization or company. The profession as a downline that was previously promising financially, and so the bonus packages they usually received for the closing of the points that corresponding or even exceeding the target or achievement standard, all of them are hit hard during the covid-19 pandemic. What kind of valuable lessons learned from this situation? nothing but a global call to move together into the comfort zone. Responding to the pandemic that has not yet ended, the downlines of these multilevel marketing companies routinely continue to sell products by adapting and utilizing modern technology such as online meetings via zoom, video streaming via social media, groups on the WhatsApp, telegram applications, and facebook from the company such as PT. Cakap on @Aku Blesstea.

Right after this research is conducted, the company experiences a decline in sales turnover in general, but the downlines are still able to cover the achievement points for individual performance, because what is pursued besides from having to comply with achievement standards are the bonus packages that they are still be given for tours to several countries according to their work achievements, in which they will get after the pandemic is over. It means that the downline and upline continue to build spirit, have a strong commitment in the organization they work, and fight for an idea that they think is excellent.

2. LITERATURE REVIEW

Covid-19 Pandemic

The initial case of corona virus infection (2019-nCov) occurred at the end of 2019 from the city of Wuhan, Hubei Province, China. The world was shocked by a new case/ in the form of an infection in the lungs, and the cause was identified as a new infection (novel) corona virus (Covid-19). Tracing the origin of the COVID-19 corona virus, which is said to have originated from Wuhan through bats as the source of the corona virus. The Wuhan Center for Disease Control (Wuhan Institute of Virology) has collected specimens of the bat corona virus. Several theories have been proposed, first, the scientists at the Wuhan Institute of Virology were involved in splicing the gene, and then the virus was released and infected humans. The second version is the carelessness of biosecurity laboratory staff and on procedures.

In mid-December 2019, corona virus that started in China has now spread globally where the most affected five countries are mainland China, South Korea, Iran, Italy, and Japan. The World Health Organization has described the Covid-19 outbreak as the worst global crisis since the second world war. The emergence of corona virus as a global crisis which triggers the global Covid-19 pandemic.

The World Health Organization (WHO) declared the outbreak as Public Health Emergency of International Concern on 30 January 2020 and a pandemic on 11 March 2020. As of 29 July 2020, more than 16.7 million cases of Covid-19 have been reported in more than 188 countries and regions, which resulted in more than 659,000 deaths, and over 9.71 million people have recovered (<https://en.wikipedia.org>).

The impact and threat of the COVID-19 pandemic for workers is that some companies have to carry out government orders to lay off some workers during the pandemic along with the threat of not getting a salary, as well as the termination of contract for workers. Decisions are made by companies related to their employees by continuing to work from home, continuing to work at their workplace, to termination of employment contract, are strongly influenced by the operational nature of the work or the type of company, especially the company's business in the trading sector.

Organizational culture

Organizational researchers who treat organizations as culture try to emphasize that the rules of the system and certain organizational values, even though in reality being a member of an organization is not as simple as to hold numbers of values and beliefs. In every organization, there are patterns like beliefs, symbols, rituals, and myths that develop over time and serve as the glue that holds the organization together. This understanding is intended to create a common understanding among members about how the organization and how members should behave (Vechiio, 3006).

According to George and Jones (2002) organizational culture is a set of informal values and norms that control the way a person or group interacts with other people inside or outside the organization. Jones and George further state that when members have a strong commitment to the beliefs, expectations, values, norms, and habits that they use to achieve goals, it indicates a strong organizational culture.

Organizational culture is defined by Schein (1992) in Tunggal (2010) as a system of spreading beliefs and values that develops in an organization and directs the behavior of organizational members.

According to Mas'ud (2004), organizational culture is a system of meanings, values, and beliefs which shared in an organization that becomes a reference for action and distinguishes one organization from another. Keith Davis and John. W. Newstrom (1989) in Mangkunegara (2005) state that organizational culture is a set of assumptions or beliefs system, values and norms developed in organizations that serve as behavioral guidelines for its members to overcome problems of external adaptation and internal integration.

Organizational Commitment

What is meant by organizational commitment according to Porter et.al (McNeese-Smith, 2001 in Haerani, 2005) is the strength of one's identification along with and involved in organizational goals and values.

Organizational commitment is the degree to which employees believe and accept the goals of the organization and will stay or never leave the organization (Mathis, R.I & Jackson, 2001).

Organizational commitment relates to the extent to which an employee has an alignment with the organization or company. Commitment is the emotional attachment and involvement of a person in an organization. This organizational commitment is influenced and or developed, if involvement in the organization is proved to be a satisfying experience with one's career, which can provide opportunities to do a better work or create opportunities to gain valuable skills (Allen, Meyer, 1997 in Mamik et al, 2008). Similarly, Robbins (20014) says that the commitment of professionals is usually dissimilar from that of non-professionals. They have a long-term and strong commitment to their area of expertise.

3. RESEARCH METHOD

The type of research is quantitative research, with the research design of a hypothesis testing to test the effect between variables. According to Wahyudin (2015) hypothesis testing aims to analyze, describe, and obtain empirical evidence of the relationships pattern between two or more variables.

The population in this research are all company downline members of PT. Cahaya Karunia Persada Ambon. Sampling in this research uses a saturated sample technique. The samples taken are the company uplines of PT. Cahaya Karunia Persada Ambon, with a total of 74 people. Respondents are multilevel marketing company downlines of PT. Cahaya Karunia Persada Ambon.

The type of data used in this research is primary data sourced from respondents' answers to several questions of downlines regarding the COVID-19 pandemic, organizational culture and organizational commitment. Primary data obtained uses a questionnaire technique by submitting a list of written questions to the interviewees or respondents. The questionnaires are directly distributed by field workers.

Operational Definition and Variables Measurement

The dependent variable in this research is the Covid-19 Pandemic (X). The independent variables in this research are Organizational Culture (Y1), and Organizational Commitment (Y2). Variable measurements are described in a Likert scale. This scale uses five rating points, which are (1) Strongly Disagree, (2) Disagree, (3) Disagree, (4) Agree, and (5) Strongly Agree.

A. Covid-19 Pandemic (X)

The Covid-19 pandemic is an outbreak of the corona virus that spreads widely and globally and is declared as the worst global crisis that affecting International Public Health as well as impacting the country's economy and the management of company operations (<https://en.wikipedia.org>).

The indicators used to measure this variable are 1) Public health, (2) Health protocols, (3) Certain color zones, (4) Recovery rate, (5) Leadership.

B. Organizational Culture (Y1)

Organizational culture is a system of shared meaning held by members of an organization that distinguishes one organization to another. The indicators used to measure this variable are: (1) Result orientation, (2) People orientation, (3) Team orientation, (4) Aggressiveness, (5) Changes in working methods.

C. Organizational Commitment (Y2)

Organizational commitment variable is defined as the level of identification frequency and the individual attachment to the organization he/she enters (Mobley, 1977) in Lum.et.al, 1998.

There are 3 (three) indicators used to measure organizational commitment, which are: 1). One's loyalty to the organization, 2). Willingness to use business on behalf of the organization (loyalty to the organization), 3). Suitability between a person's goals with organizational goals.

Description of research respondents is used to provide an overview of the demographics of respondents in the form of gender, age, education level, position, and years of service as a multilevel marketing company downline of PT. Cahaya Karunia Persada.

The data analysis design used in this research is Smart PLS, an application with a GUI for variance-based structural equation modeling (SEM) using the partial least squares (PLS) path modeling method. And to show how this research path is implemented, which can be seen in Figure 1, the Research Roadmap as follows.

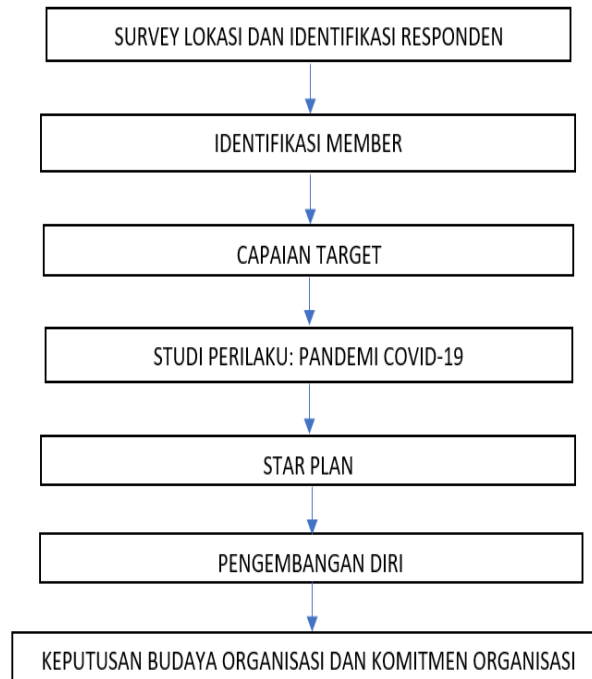


Figure 1. Research Roadmap

4. RESULT AND DISCUSSION

Research Instrument Testing

A good research instrument must meet the requirements of being valid and reliable.

Validity test

Validity test states that whether or not the instrument used to obtain data in the field can be used.

Table 1. Validity Statistics Calculation Results

Discriminant Validity			
	Budaya Organisasi	Komitmen Organisasi	Pandemi Covid 19
Budaya Organi...	0.739		
Komitmen Org...	0.718	0.845	
Pandemi Covid...	0.943	0.677	0.788

Table 1. shows that the square root value of AVE is higher than the correlation value, so it can be concluded that the model is valid because it has met the discriminant validity requirements.

Reliability test

The reliability test is intended to measure a questionnaire which is a reliable measuring tool in data collection.

Table 2. Reliability Statistics Calculation results

Variable	AVE
Budaya Organi...	0.547
Komitmen Org...	0.714
Pandemi Covid...	0.620

Based on the Table 2. above, can be seen that the AVE value generated by all variables is above 0.50 (> 0.50). So, it has met the reliability requirements.

Coefficient of Determination Test (Adjusted R-Square)

The Coefficient of Determination Test aims to see the ability of the independent variable in explaining the dependent variable and the variation proportion of the dependent variable explained by the variation of the independent variables.

Table 3. Hypothesis Testing Criteria

Variable	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O /STERR)	P Values
Budaya Organi...	0.890	0.897	0.055	16.125	0.000
Komitmen Org...	0.458	0.496	0.155	2.952	0.003

Based on table 3. above, can be seen that the R-Square value for the Organizational Culture variable is 0.890 which means that it is included in the strong category. The organizational commitment variable is 0.458 which means that it is included in the moderate category.

Table 4. Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O /STERR)	P Values
Pandemi Covid...	0.943	0.947	0.029	32.000	0.000
Pandemi Covid...	0.677	0.695	0.113	5.965	0.000

The path coefficient shows the direct effect of the variable which is determined as the cause and effect. Based on table 4. above, can be seen that the Covid-19 pandemic variable has a significant effect on all variables (Organizational Culture and Organizational Commitment). It means that all hypotheses are accepted.

Descriptive Statistical Analysis

Descriptive statistical analysis by interpreting the average value of each indicator on these variables is intended to provide an overview of what indicators that build the overall research model concept.

Table 5. Highest Mean Frequency/Percentage of Covid-19 Pandemic Indicators

		PC1	PC2	PC3	PC4	PC5
N	Valid	74	74	74	74	74
	Missing	0	0	0	0	0
Mean		4.16	4.30	4.45	4.35	4.47

PC5					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	5.4	5.4	5.4
	4	31	41.9	41.9	47.3
	5	39	52.7	52.7	100.0
	Total	74	100.0	100.0	

Table 5. above presents data on the respondents' answers which show that the Covid-19 pandemic with leadership indicators (PC5) has an average score of 4.47 and is categorized as high, in which the item reveals the respondents that answer strongly agree are 39 people (52.7%), agree are 31 people (41.9%), and neutral are 4 people (5.4%). This value illustrates that the respondents' perceptions strongly agree for the leadership to be an important factor. Furthermore, it can be explained that the next respondents' answers with the average of third indicator (PC3) that is a certain color zone has an average of 4.45 and is categorized as high, in which the respondents' answer items that strongly agree are 38 people (51.4%), agree are 31 people (41.9%), and neutral are 5 people (6.8%). While the next respondent's answers with the average of fourth indicator (PC4) that is the recovery rate has an average of 4.35 and is categorized as high, in which the respondents' answer items that strongly agree are 35 people (47.3%), agrees are 30 people (40.5%), and neutral are 9 people (12,2%). The next average (mean) of the COVID-19 pandemic indicator that is the second indicator (PC2) of health protocols has an average of 4.30 and is categorized as high. This item describes the respondents' answers who strongly agree are 33 people (44.6%), agree are 30 people (40.5%), and neutral are 4 people (14.9%). The indicator for the COVID-19 pandemic with a high average (mean) is also Public Health which has an average of 4.16. This item shows that the respondents' answers who agree are 32 people (43.2%), strongly agree are 27 people (36.5%), and 15 people are neutral (20.3%).

Table 6. Highest Mean Frequency/Percentage of Organizational Culture Indicators

N	Valid	74	74	74	74	74
	Missing	0	0	0	0	0
Mean		4.26	4.18	4.41	4.34	4.45

BO5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	5	6.8	6.8	6.8
4	31	41.9	41.9	48.6
5	38	51.4	51.4	100.0
Total	74	100.0	100.0	

Table 6. above presents data from respondents' answers which show that organizational culture with indicators of changing ways of working (BO5) has an average score of 4.48 and is categorized as high, in which the item reveals respondents that answer strongly agree are 39 people (51.4%), agree are 31 people (41.9%), and neutral are 5 people (6.8%). Respondents with the next average of the third indicator (BO3, that is team orientation has an average of 4.41 ans is categorized as high, in which the respondent's answer items that strongly agree are 37 people (50.0 %), agree are 31 people (41.9 %), neutral are 5 people (6.8%), and disagree is 1 person (1.4%). The fourth indicator (BO4) that is aggressiveness has an average of 4.34 and is categorized as high, in which respondents' answer items that strongly agree are 34 people (45.9%), agree are 31 people (41.9%), and neutral are 9 people (12.2 %). The next average (mean) of the organizational culture variable indicator that is the second indicator (BO1) of results orientation has an average of 4.26 and is categorized as high. This item describes the respondents' answers who agree are 34 people (45.9%), strongly agree are 30 people (40.5%), neutral are 9 people (12.2%), and disagree is 1 person (1.4%). And as for the indicator of the organizational culture variable with a high average (mean) is also people orientation which has an average of 4.18. This item shows that respondents' answers who strongly agree are 31 people (41.9%), agree are 28 people (37.8%), neutral are 12 people (16.2%), and disagree are 3 people (4.1%).

Table 7. Highest Mean Frequency/Percentage of Organizational Commitment Indicators

		KO1	KO2	KO3
N	Valid	74	74	74
	Missing	0	0	0
	Mean	4.32	4.46	4.49

KO3				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	38	51.4	51.4
	5	36	48.6	100.0
Total		74	100.0	100.0

Table 7. above presents the respondent's answer data which shows that organizational commitment with the third indicator, that is the suitability between a person's goals with the organization (KO3) has an average score of 4.49 and is categorized as high, in which the item displays 38 respondents are agree (51.4%), and 36 people are strongly agree (48.6%). The second indicator (KO2) that is a person's loyalty to the organization has an average of 4.46 and is categorized as high, in which the respondent's answer items that strongly agree are people (51.4%), agree are 33 people (44.6%), neutral are 2 people (2.7%), and 1 person is disagree (1.4%). The first indicator (KO1) that is a person's loyalty to the organization has an average of 4.32 and is categorized as high, in which the respondents' answer items that agree are 35 people (47.3%), strongly agree are 32 people (43.2%), neutral are 6 people (8.1%), and disagree is 1 person (1.4%).

Discussion

The Effect of the Covid-19 Pandemic on Organizational Culture.

Based on the test results, the path coefficient of the COVID-19 pandemic has a significant and positive effect on organizational culture as much as 0.943 and the R-Square value is 0.890 (89%) which means that the hypothesis is accepted, since there is a partial positive effect between the COVID-19 pandemic on organizational culture.

The research findings explain that in general, downlines (employees) agree that leadership is an important factor in organizations during this covid-19 pandemic. According to Tichy and Devanna (1989) in Yukl (1998) which state that a leader is a person who has behavioral attributes since they see themselves as agents of change. Leaders must also put their faith on people and be very sensitive to the needs of their subordinates and what triggers can motivate these subordinates, especially during the Covid-19 pandemic circumstances.

Certain color zones in the covid-19 pandemic also affect the team's orientation to organizational culture. The results of this research explicate that certain color zones indicate the area of covid-19 spread with risks, in which high risk is red, medium risk is orange, low risk is yellow, and unaffected area is green.

Health protocols in the covid-19 pandemic also have a strong effect on the outcome orientation in organizational culture. The results of this research are as follows, in which by knowing that the spread of covid-19 is not only through physical touch between humans (people) or through splashing saliva (droplets), but it turns out that the spread of covid-19 can also be infected through the air as droplets which is extremely small size within the air. So, by paying attention to and implementing the health protocol with the three M's (wearing masks, washing hands, maintaining distance), downlines or employees could have a strong immune system. Thus, the health protocol can be used as a work standard for downlines who have a result orientation. Moreover, it seems that these downlines or employees are focused on the obtained results, which makes them getting multiple benefits not only in the form of money but also bonuses in the form of other holiday gift packages for the achievements they have got with certain standards.

The results of the research above regarding the impact of the covid-19 pandemic on organizational culture concurs with the research by Yuni Rosdiana (June: 2020), entitled the impact of covid-19 on company organizational culture.

The Effect of the Covid-19 Pandemic on Organizational Commitment.

Based on the test results, the path coefficient of the COVID-19 pandemic has a significant and positive effect on organizational commitment as much as 0.677, and the R-Square value is 0.458 (45.8%) which means that the hypothesis is accepted, since there is a positive effect between the COVID-19 pandemic on organizational commitment partially.

The COVID-19 pandemic has a positive and significant effect on organizational commitment, which means that the hypothesis is accepted as it states that the COVID-19 pandemic has a positive and significant impact on organizational commitment, and the COVID-19 pandemic plays a role in increasing organizational commitment. However, the percentage of the effect is smaller than the impact of the COVID-19 pandemic to the organizational culture.

The research findings assert that in general, downlines (employees) agree that leadership is an important factor in organizations during the covid-19 pandemic. According to Tichy and Devanna (1989) in Yukl (1998) which state that leaders are people who have behavioral attributes since they see themselves as agents of change. Leaders must also put their faith on people and be very sensitive to the needs of their subordinates and what triggers can motivate these subordinates, especially during the Covid-19 pandemic circumstances.

Meanwhile, certain color zones in the covid-19 pandemic also affect a person's loyalty to the organization on organizational commitment. By knowing the spreading area of covid, which is marked with a certain color, it could affect organizational commitment, that is one's loyalty to the organization, as downlines or employees can continue to carry out organizational activities during the covid-19 pandemic by paying attention to the information about the color zones mentioned above, so that downlines or employee activities would not be affected by the spread of COVID-19. This have to be done because downlines or employees identify themselves as part of the company where they work, in order to maintain their career continuity and more successful in the long term. Likewise, the recovery rate in the COVID-19 pandemic affects the aggressiveness of organizations, which means that the recovery rate of COVID-19 increases significantly and consistently in one region, thus encouraging other regions to compete by achieving the highest recovery rate. With a consistent increasing recovery rate, it motivates downlines or employees who have a strong commitment spirit to keep working and performing as a form of downlines or employees' loyalty to the organization, even though they are not as aggressive as before the covid-19 pandemic. This finding shows that downlines or employees feel that the company they work for is the best compared to the others. This indicates that downlines or employees have high loyalty to the organization as their life source and from that place also they could have a career and receive income.

The results of the research above regarding the effect of the covid-19 pandemic on organizational commitment concurs with the research by Viachaslau Filimonau et al (2020) entitled the impact of covid-19 on the organizational commitment of senior hotel managers.

5. CONCLUSION

As stated in the previous chapter, this research displays the impact of the COVID-19 pandemic on organizational culture and downlines or employees' organizational commitment in multilevel marketing companies. From the analysis that has been carried out, the considered and recommend theoretical findings are as follows:

- 1) This research reveals findings that statistically, there is a difference in the impact of the COVID-19 pandemic on organizational culture, which is stronger than its impact on organizational commitment. This is due to the different concepts between organizational culture and organizational commitment. Organizational culture according to the pragmatic group, always unfolds management problems and their relation to changes in organizational culture. Which means that this group views culture as an organizational variable that can be regulated or manipulated according to the needs of the organization (Mullin, 2005: 896-899). This means that if individual members of the organization identify themselves as part of the organization, then there is a psychological bond of members towards the organization so that there is a strong trust and acceptance to the organization, a willingness to pursue the interests of the organization, and a strong desire to achieve the interests of the organization.

- 2) The findings of the research concerning the impact of the covid-19 pandemic on organizational culture are positive and significant, which shows that the covid-19 pandemic does affect organizational culture. This finding displays that the concept of culture as an organizational variable can be changed according to the needs of the organization. For this reason, organizational culture must primarily adapt itself first: in which the role of organizational leaders as owners and main actors in creating a work ethic mentality and corporate culture must be able to adjust or adapt to the current Covid-19 circumstances in Ambon, especially by paying attention to government policies related to health protocols and the establishment of certain color zones that can inhibit the spread of covid-19 and increase the recovery rate and public health, so that downlines or employees will remain productive and safe from the Covid-19 infection.
- 3) Research findings in regards with the impact of the covid-19 pandemic on organizational commitment are positive and significant, which shows that the covid-19 pandemic does affect organizational commitment. This finding displays that organizational commitment is an individual concept of a member of the organization who has the power to remain and work for the benefit of the organization. In relation to the Covid-19 pandemic circumstances that affects the downlines or employees' organizational commitment of multilevel marketing companies, the organization in this case the leaders must build more open communication about what steps should be taken, especially the suitability between the standards set and changes in the way of working, just to keep a more conducive working relationship between downlines or between downlines and their uplines.

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