



# Investigating the mediating effect of affective commitment on the link between work attitude and employee performance

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## ABSTRACT

This study aims to examine the influence of work attitude on employee performance, with affective commitment as a mediating variable, in the context of private-sector companies in Indonesia. Using a quantitative explanatory approach, data were collected from 100 employees through a structured questionnaire. The results indicate that work attitude significantly affects affective commitment but does not directly influence employee performance. Furthermore, affective commitment also does not have a significant effect on performance and does not mediate the relationship between work attitude and performance. These findings suggest that while a positive work attitude can foster emotional attachment to the organization, it does not necessarily lead to improved performance outcomes. Organizational performance improvements may require additional supporting factors such as job clarity, incentives, and leadership support. This study contributes to the understanding of psychological and behavioral dynamics in Indonesian workplaces and highlights the need for holistic HR strategies that combine attitudinal, structural, and motivational elements.

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## 1. INTRODUCTION

In the era of Industry 4.0, private-sector companies are required to demonstrate high competitiveness in order to survive and grow amidst global competition (Rahmadi, Junaidi, et al., 2023; Rahmadi, Risakotta, et al., 2023; Rinaldi, Ramadhani, et al., 2023). One of the key determinants of such success lies in employee performance, which serves as a primary indicator of organizational effectiveness (Rinaldi et al., 2024; Rinaldi & Ramadhani, 2024). Performance encompasses more than just target achievement; it also includes the quality, speed, and attitude exhibited in completing tasks. Therefore, understanding the psychological factors that influence performance is essential for strategic human resource management (M. A. Ramadhani & Rinaldi, 2023a; Rinaldi & Ramadhani, 2023).

The relationship between work attitude and employee performance has been widely studied and is generally found to be positive. A favorable work attitude—reflecting an individual's perception and emotional orientation toward their job—is believed to enhance motivation, perseverance, and work effectiveness (Alias & Serang, 2018; Dirwan, 2014; Korompis et al., 2017; Kurniawan & Alriani, 2022; Subakti, 2013). However, empirical findings are not entirely consistent. Some studies indicate that under conditions of high job stress, inadequate reward systems, or role

ambiguity, a positive work attitude does not always translate into optimal performance (Liao, 2012). This reveals a research gap, suggesting that the relationship between work attitude and performance is highly contextual and remains underexplored, particularly in Indonesia's private sector, which presents unique organizational dynamics.

In the Indonesian private-sector context, these inconsistencies may be attributed to several contextual factors such as performance being narrowly tied to short-term targets, a lack of structured performance feedback mechanisms, managerial practices that emphasize control rather than development, and limited career growth opportunities. These conditions can suppress the motivational potential of positive work attitudes and strong emotional bonds, making it difficult for such psychological factors to fully manifest as improved performance.

Building on this theoretical foundation, previous empirical studies have generally confirmed a positive association between work attitude and employee performance. A favorable work attitude—reflecting an individual's perception and emotional orientation toward their job—is believed to enhance motivation, perseverance, and work effectiveness (Alias & Serang, 2018; Liao, 2012). Nevertheless, it is important to note that this relationship is not always linear or uniform across contexts. Some studies indicate that under conditions of high job stress, inadequate reward systems, or role ambiguity, a positive work attitude does not always translate into optimal performance. This reveals a research gap, suggesting that the relationship between work attitude and performance is highly contextual and remains underexplored, especially in the private-sector landscape of Indonesia, which is characterized by unique organizational pressures and dynamic workplace cultures (Dirwan, 2014; Liao, 2012).

Similarly, affective commitment has been identified as a critical predictor of employee performance, as it reflects an individual's emotional attachment, identification with, and involvement in the organization. Numerous studies affirm that employees with high levels of commitment tend to perform better (Choiriyanto & Shohib, 2024; Ginanjar & Berliana, 2021; Nurfitriani & Nurfitriani, 2022; Setyorini et al., 2012; Wulandari & Rahayuningsih, 2019). Nevertheless, some research presents contradictory evidence, showing that commitment may not significantly affect performance in work environments characterized by high pressure, unfair systems, or dysfunctional organizational cultures (Mulyawardhana & Merdiaty, 2025). This raises the question of whether affective commitment, as a form of emotional attachment, can be consistently translated into performance improvements in contexts where external performance drivers—such as extrinsic rewards, leadership style, or organizational justice—are misaligned with employees' emotional investment.

Given the mixed empirical findings, it becomes essential to explore the antecedents of affective commitment to better understand how it develops within organizational contexts. In the context of organizational behavior, work attitude is regarded as a key determinant of affective commitment. It reflects an individual's evaluation of their job, including perceptions of the work environment, interpersonal relationships, and the meaningfulness of their role. Employees who maintain a positive attitude toward their job are more likely to develop emotional involvement, identification with organizational values, and a sense of belonging, all of which are central components of affective commitment (M. A. Ramadhani & Rinaldi, 2023b). Such attitudinal positivity fosters reciprocal psychological bonds, whereby favorable organizational experiences are met with increased loyalty and commitment. In other words, when employees perceive their work experience as enjoyable and meaningful, they tend to develop a stronger psychological attachment to the organization (Jannah et al., 2020; M. A. Ramadhani & Rinaldi, 2023b).

The relationship between work attitude and employee performance is not always direct; it can be mediated by specific psychological mechanisms, one of which is affective commitment. A positive work attitude cultivates a reciprocal relationship between the individual and the organization, characterized by emotional connection, identification, and belonging. When employees feel satisfied, recognized, and supported in their roles, they are more likely to develop strong affective commitment, which serves as an intrinsic motivational force. This emotional attachment compels them to give their best efforts, thereby enhancing overall performance. This conceptual model suggests that work attitude provides the affective and motivational foundation for

commitment, which in turn facilitates higher performance outcomes (Jannah et al., 2020; Liao, 2012).

Compared to other possible mediators such as job satisfaction or engagement, affective commitment is particularly relevant in models of work behavior because it captures both the attitudinal and emotional dimensions of organizational attachment. It reflects an employee's voluntary and enduring sense of affiliation, which may drive discretionary efforts beyond formal job descriptions. Therefore, testing affective commitment as a mediator is theoretically justified and aligns with social exchange theory, which posits that emotional investment fosters reciprocal work behaviors, including enhanced performance.

Previous studies have supported this mechanism. Positive perceptions of the job and supportive organizational treatment have been shown to foster affective commitment, which subsequently contributes to productive and consistent work behavior (Liao, 2012). Employees with favorable work attitudes tend to perform better, particularly when they are emotionally invested in their organization. Conversely, in the absence of affective commitment, a positive work attitude may not lead to improved performance due to a lack of emotional drive and psychological ownership. Hence, affective commitment functions as a critical mediating variable that explains how and why employees' attitudes toward their work influence their performance levels (Marnoto, 2022; Wulandari & Rahayuningsih, 2019). Empirically testing this relationship is expected to yield a more comprehensive understanding of work behavior dynamics within the context of Indonesia's private sector.

Several studies have indicated that a positive work attitude can foster affective commitment, which in turn contributes to improved employee performance (Diah et al., 2020; Hidayah et al., 2020; Margaretha & Natalia, 2012; Marnoto, 2022; M. A. Ramadhani & Rinaldi, 2023b). However, these findings are not entirely consistent. One study revealed that organizational commitment does not always directly influence performance, particularly in settings characterized by high work pressure, authoritarian leadership styles, or unfair reward systems (Jannah et al., 2020). This inconsistency suggests that the effect of affective commitment on performance warrants further investigation.

The context of private companies in Indonesia offers a compelling area of study due to its unique organizational dynamics (Rinaldi et al., 2020). A pragmatic work culture, short-term target orientation, and flexible organizational structures often generate distinctive pressures on employee loyalty and motivation (Irwansyah et al., 2023; M. A. Ramadhani & Rinaldi, 2023b; M. H. Z. K. Ramadhani, Rinaldi, Sudirman, et al., 2023). In such circumstances, understanding how work attitude shapes organizational commitment and how both variables affect employee performance becomes highly relevant. Nevertheless, academic investigations that explicitly test the relationship among work attitude, organizational commitment, and employee performance in a single, integrated model remain limited—particularly in the context of Indonesia's private sector (Oktafiani et al., 2023; Rinaldi, Aulia Ramadhani, et al., 2023).

Most existing studies have primarily focused on affective commitment in relation to turnover intention, job satisfaction, or employee retention, rather than examining its direct link to employee performance (Hutauruk et al., 2021; M. H. Z. K. Ramadhani et al., 2022; M. H. Z. K. Ramadhani, Rinaldi, Yusuf, et al., 2023). However, affective commitment may serve as a critical predictor of the extent to which employees are willing to engage in efforts to achieve the company's strategic objectives. This indicates a significant conceptual and contextual gap that warrants exploration through a quantitative research approach utilizing a mediational model.

Based on this rationale, the present study aims to analyze the effect of work attitude on employee performance, with affective commitment serving as a mediating variable in the context of Indonesia's private sector. The research seeks to contribute theoretically to the literature on organizational behavior management and offer practical implications for HR managers in designing interventions that foster positive work attitudes and strengthen employees' commitment to the organization.

## 2. RESEARCH METHOD

### Research Approach

This study employed a quantitative explanatory approach aimed at testing the causal relationships among work attitude, affective commitment, and employee performance. This method is appropriate for measuring the strength of influence between variables and for statistically testing mediation models (Gede et al., 2024; Ghozali et al., 2024; Sandag et al., 2022). Data were collected through a structured questionnaire distributed to a predetermined group of respondents.

To ensure that the emotional dimension of affective commitment was captured within the context of Indonesian work culture, the questionnaire incorporated culturally adapted items affective commitment scale, which were modified using local language nuances and work expression styles. Pre-testing and content validation involved HR practitioners familiar with Indonesian organizational culture to confirm emotional relevance and clarity of wording. For instance, items were framed to reflect collectivist values, sense of belonging, and emotional ties to the team and leadership, which are more dominant in Indonesian workplaces than in individualist cultures.

### Population and Sample

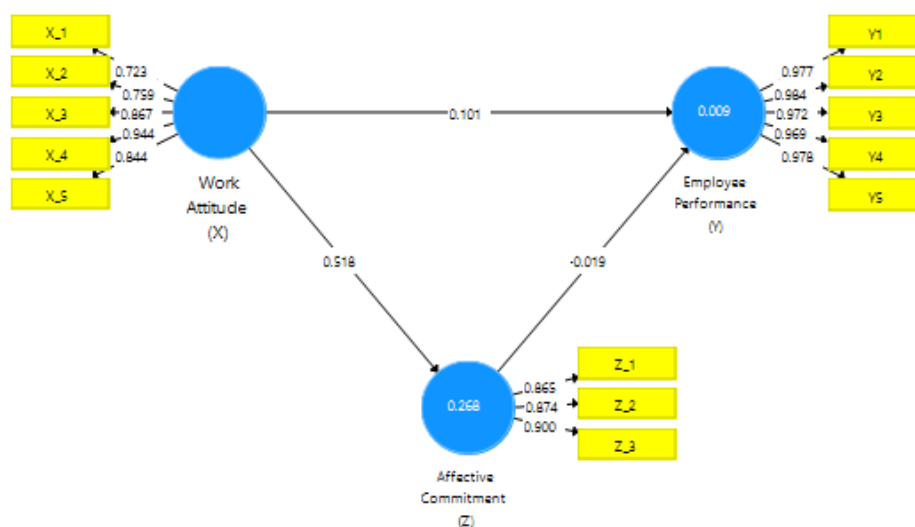
The population of this study consisted of all permanent employees working in private companies in Indonesia. In accordance with structural analysis standards, the minimum required sample size is 5–10 respondents per indicator variable. Therefore, a target sample of 100 respondents was established (Hair et al., 2022).

### Analysis Tool

The study applied Partial Least Squares Structural Equation Modeling (SEM-PLS), which allows for the simultaneous analysis of latent constructs, accommodates non-normal data distributions, and is suitable for exploratory models involving mediating variables such as affective commitment. Convergent and discriminant validity, construct reliability, and hypothesis testing were assessed using loading factors, Average Variance Extracted (AVE), composite reliability, and path coefficients. Hypotheses were considered supported if the t-statistic > 1.96 and the p-value < 0.05 (Ghozali et al., 2024).

## 3. RESULTS AND DISCUSSIONS

### Results



Based on the outer loading analysis, all indicators used to measure each construct demonstrated values ranging from 0.7 to 0.9. These results confirm that all indicators met the

criteria for convergent validity, as each loading exceeded the threshold of 0.7. Therefore, no indicators were eliminated from the model, as they were all deemed valid in representing their respective latent constructs.

Table 1. Output Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Attitude (X)	0.886	0.901	0.917	0.691
Affective Commitment (Z)	0.855	0.872	0.911	0.774
Employee Performance (Y)	0.988	1.054	0.99	0.953

All constructs exhibited Cronbach's Alpha values above the minimum threshold of 0.7, indicating satisfactory internal consistency reliability. Additionally, the Average Variance Extracted (AVE) values for each construct exceeded 0.5, further confirming that the items adequately capture the intended constructs. Hence, all constructs in the model are considered both valid and reliable for subsequent analysis.

Table 2. Output R Square

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.009	0.012
Affective Commitment (Z)	0.268	0.261

The R Square ( $R^2$ ) value for the Employee Performance variable (Y) was 0.461, indicating that 46.1% of the variance in employee performance can be explained by the independent variables in the model. The Adjusted R Square value of 0.45 supports the stability of the model while accounting for the number of predictors.

Meanwhile, the affective variable (Z) showed an R Square value of 0.297, suggesting that 29.7% of the variance in organizational commitment is explained by the preceding constructs. The Adjusted R Square of 0.29 also indicates a moderate level of explanatory power, though it is lower compared to the effect observed on employee performance.

Table 3. Output Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Attitude (X) → Employee Performance (Y)	0.101	0.11	0.123	0.819	0.413
Work Attitude (X) → Affective Commitment (Z)	0.518	0.524	0.068	7.567	0.000
Affective Commitment (Z) → Employee Performance (Y)	-0.019	-0.034	0.139	0.139	0.890
Work Attitude (X) → Affective Commitment (Z) → Employee Performance (Y)	-0.010	-0.017	0.074	0.135	0.893

## Discussions

### Work Attitude and Employee Performance

The hypothesis testing results indicate that work attitude does not have a significant effect on employee performance, with a path coefficient of 0.101, a t-statistic of 0.819 ( $< 1.96$ ), and a p-value of 0.413 ( $> 0.05$ ). These values demonstrate that an employee's attitude toward their work does not significantly influence their performance within the context of this study. Accordingly, Hypothesis H1 is not supported, indicating a deviation from the expected positive association between the two variables.

This result appears to contrast with the assumptions of the Theory of Planned Behavior, which posits that a person's positive attitude should influence their intentions and behavior in a corresponding direction. However, in this case, a positive work attitude—such as enjoying one's job or appreciating the work environment—may not directly lead to higher levels of performance.

Several organizational and environmental factors may explain this disconnect. In particular, the presence of high work pressure, rigid performance targets, and ambiguous role definitions can suppress the translation of positive attitude into behavior. Employees may feel optimistic or engaged, yet be constrained by stressful deadlines, unclear expectations, or unsupportive

workflows. Moreover, Indonesian private-sector firms often emphasize top-down leadership styles and output-based evaluations, which may overlook the motivational value of internal attitudes. These contextual realities could reduce the behavioral impact of attitudinal positivity.

This also highlights the possible influence of other, more dominant drivers of performance—such as leadership style, the presence of incentives, or control-oriented management systems. When leadership focuses solely on compliance or target enforcement without engaging employees emotionally, the role of attitude becomes secondary. Similarly, the absence of fair and motivating incentive systems can demoralize employees regardless of their intrinsic enthusiasm.

Therefore, organizations seeking to improve performance outcomes should consider a broader set of interventions, integrating motivation systems, skills training, and leadership development, rather than relying solely on attitudinal reinforcement.

### **Work Attitude and Affective Commitment**

The results show that work attitude has a positive and significant effect on affective commitment, with a path coefficient of 0.518, a t-statistic of 7.567 ( $> 1.96$ ), and a p-value of 0.000 ( $< 0.05$ ). These findings indicate that the more positive an employee's attitude toward their job, the stronger their emotional attachment and sense of belonging to the organization. Hypothesis H2 is supported, confirming a strong link between the two constructs.

This suggests that employees who have favorable perceptions of their tasks, roles, and work environment tend to develop a deeper emotional connection to their organization. Positive work experiences can reinforce feelings of loyalty, comfort, and pride, which in turn encourage employees to remain engaged and committed over time.

Previous empirical findings also support this pattern, showing that employees who enjoy their work and feel aligned with organizational values are more likely to exhibit high levels of affective commitment. In practice, fostering a supportive and appreciative work atmosphere can be an effective way to enhance affective commitment among staff (Diah et al., 2020; Hidayah et al., 2020; Margaretha & Natalia, 2012; Marnoto, 2022; M. A. Ramadhani & Rinaldi, 2023b).

For private companies in Indonesia, where employee retention and engagement are strategic concerns, building a positive work attitude may serve as a practical step toward strengthening emotional bonds between employees and the organization.

### **Organizational Commitment and Employee Performance**

The analysis indicates that affective commitment does not have a significant effect on employee performance, with a path coefficient of -0.019, a t-statistic of 0.139 ( $< 1.96$ ), and a p-value of 0.890 ( $> 0.05$ ). This result shows that emotional attachment to the organization does not directly contribute to improved employee performance in the observed sample. Hypothesis H3 is not supported, as the direction and strength of the relationship were not statistically meaningful.

This finding suggests that although employees may feel emotionally connected and loyal to their organization, such feelings alone may not be sufficient to boost performance outcomes. Factors such as clarity of job roles, resource availability, managerial feedback, or task motivation might have a more direct influence on how employees perform their duties.

Additionally, under high work pressure and performance surveillance, emotional factors such as commitment may be overridden by task urgency or fear-based compliance. In hierarchical or transactional work environments, such as many private firms in Indonesia, affective elements may not be systematically acknowledged or rewarded—limiting their impact on output. This further underlines that commitment must be supported by leadership practices that empower and guide employees, as well as by performance systems that value engagement as much as results.

### **Work Attitude, Organizational Commitment, and Employee Performance**

The mediation analysis reveals that affective commitment does not mediate the relationship between work attitude and employee performance, as indicated by a path coefficient of -0.010, a t-statistic of 0.135 ( $< 1.96$ ), and a p-value of 0.893 ( $> 0.05$ ). This result confirms that the indirect effect is statistically insignificant, meaning that affective commitment does not function as a bridging mechanism between employees' work attitudes and their performance. Therefore, Hypothesis H4 is not supported.

Although work attitude significantly influences affective commitment, and both variables are conceptually relevant to performance, the absence of a significant indirect effect suggests that commitment does not carry or strengthen the impact of attitude on performance. This may occur when commitment, though emotionally meaningful, does not lead to behavioral outputs such as improved productivity or efficiency.

Several practical factors might explain this outcome. Employees may feel committed due to a sense of belonging or loyalty, yet still lack the motivation, clarity, or support necessary to perform better. Additionally, performance in private organizations may be more strongly driven by task-related factors such as incentives, job design, or leadership, rather than emotional ties to the organization.

This implies that while affective commitment may have psychological value, its practical influence on behavior is highly conditional on structural enablers. A strong sense of loyalty must be paired with clear performance pathways, achievable goals, and consistent leadership feedback to be translated into measurable results. Without these, affective states may remain internally satisfying but externally unproductive.

This finding highlights the need for organizations to ensure that emotional engagement is translated into actionable support. Programs aimed at fostering commitment should be accompanied by clear expectations, adequate resources, and recognition mechanisms to encourage actual improvements in employee output.

#### 4. CONCLUSION

This study examined the influence of work attitude on employee performance, with affective commitment as a mediating variable, in the context of private companies in Indonesia. The findings revealed that work attitude has a significant and positive effect on affective commitment. However, neither the direct effect of work attitude on employee performance nor the effect of affective commitment on performance was statistically significant. Additionally, the mediation analysis showed that affective commitment does not serve as a significant bridge in the relationship between work attitude and employee performance.

These results imply that while positive work attitudes may enhance employees' emotional connection to their organization, such emotional bonds alone are insufficient to drive performance improvements. Other factors—such as job design, leadership support, incentive systems, and clarity of expectations—may play a more critical role in shaping performance outcomes. These results imply that while positive work attitudes may enhance employees' emotional connection to their organization, such emotional bonds alone are insufficient to drive performance improvements. Other factors—such as job design, leadership support, incentive systems, and clarity of expectations—may play a more critical role in shaping performance outcomes. This reinforces the idea that performance is a multidimensional outcome, influenced not only by internal motivation but also by external structural and managerial conditions.

To convert positive attitudes into actual performance, human resource management should integrate practical strategies beyond psychological encouragement. These include: (1) clarifying roles and responsibilities to reduce ambiguity and enable focused execution, (2) implementing transparent and performance-linked reward systems to foster accountability, and (3) strengthening leadership presence through coaching and supportive supervision. Such interventions can help translate positive employee sentiment into sustained productivity by aligning emotional engagement with operational structures and measurable outcomes.

Performance improvement in this context requires structural interventions that go beyond attitudinal development. Leadership plays a pivotal role in translating motivation into action by setting clear expectations, providing feedback, and reinforcing desired behaviors. Similarly, the design of incentive systems and job clarity serves as external drivers that support the internal dispositions of employees. Organizations should thus take a holistic approach that combines emotional commitment with well-designed organizational systems to effectively elevate workforce performance. Therefore, organizations should not rely solely on cultivating positive attitudes or commitment but also ensure structural and motivational support to effectively boost employee productivity.

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