

Influence Of Affective Commitment On Performance With Job Satisfaction As A Mediation Variable

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ABSTRACT

This study investigates to analyse the influence of affective commitment on employee performance mediated by job satisfaction. The subjects in this study were kindergarten teachers in Cilacap City. This research is a quantitative research with cross section method. Sampling using data collection with closed questionnaire which is results in 167 final samples. Instrument validity was measured using person product moment correlation (Sobel test), while its reliability was measured using cronbach alpha. Data were analyzed using multiple regression SPSS Version 26.0. The result showed that the affective commitment positively affect performance and job satisfaction. Meanwhile, job satisfaction positively affect on performance. Indirect effect of affective commitment on employee performance through job satisfaction are fully and partially mediated.

Keywords: affective commitment, job satisfaction, performance

1. Introduction

Research on affective commitment has been done by many previous researchers. Research conducted by Ariyani, RPN, & Sugiyanto, EK (2020) “The Effect of Affective Commitment, Continuance Commitment, and Normative Commitment to Employee Performance” (Study of BUMN X in Semarang), has the findings show that affective commitment, continuance commitment and normative commitment have a positive influence on performance. According to Hendri, N. (2019) with the research title The Impact of Organizational Commitment on Job Performance, mentions that organizational commitment directly affects performance. Research conducted by Kim, HK (2014). With the title Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment shows the results of affective commitment have a positive influence on performance.

Performance is an important construct in human resource management because performance refers to the actions, behaviors, and measurable outcomes performed or produced by employees that are related to and contribute to organizational goals, Viswesvaran, C., & Ones, DS (2000). Result from research results According to Meyer, John P., et al. (1989), affective commitment is positively correlated with performance. Research conducted by Srimulyani, I., et al., (2017) research results

show that affective commitment positive effect on performance. Research conducted by Karmila, N., & Kadarusman, K. (2020) has the conclusions of the research are as follows: affective commitment has a significant effect on job satisfaction and performance.

Job satisfaction, these variables have an “emotional” tone, It correlates best with affective commitment. However, Meyer and Allen (1991, 1997) argue that, although correlated, job satisfaction, job involvement, and job engagement can all be distinguished from affective commitment with the organization. Different with research by Koo, B., et al (2020). “Relationships among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry” the results were Job satisfaction has a positive effect on affective commitment.

On the other hand, the opinion of Matzler, Kurt & Renzl, Birgit. (2007) in his research that employee satisfaction is an important means to increase productivity, quality, and customer satisfaction through affective commitment. In this study we have linked personality traits with employee satisfaction and affective commitment to an organization. The existence of inconsistencies or research gaps from previous research, so further research needs to be done to find out does affective commitment affect the performance mediated by job satisfaction or affective commitment mediated job satisfaction on performance.

1.1 Problem Formulation

Based on description the above background where there are still inconsistencies in the results of previous studies related to affective commitment and job satisfaction, as described in the research gap. Like research Nurandini, A., & Lataruva, E. (2014) who shows that the affective commitment has a positive and significant influence on employee performance. While according to Meyer, John P., et al. (1989), affective commitment is positively correlated with performance.

In this study, affective commitment is an antecedent variable or independent variable that affects employee performance. In an analytical study, Meyer, JP, (2002) states that affective commitment has the strongest and most favorable correlation with organization-relevant attendance, performance, and organizational citizenship behavior (attendance, performance, and OCB).

Based on the statements above, the researcher formulates the research questions contained in the study as follows: (1) Does affective commitment affect Performance? (2) Does affective commitment affect Job satisfaction? (3) Does Job satisfaction affect performance? (2) Does job satisfaction mediate the effect of affective commitment on performance?

2. Literature Review

2.1 Affective Commitment

According to Meyer, JP, & Allen, NJ (1991) affective commitment refers to employees' emotional attachment, involvement and identification in the organization. Employees with a strong affective commitment will continue to work with the organization because the employee wants to do. In line with this statement, according to Shagholi, R et al., (1991) Affective commitment is defined as an employee's emotional attachment to the organization. According to Murniasih, E., & Sudarma, K. (2016) Employees with high affective commitment will show better performance than employees with low affective commitment because they have an emotional attachment that creates a sense of belonging to the organization and will continue to work harder good for organizational progress.

Thus, affective commitment not only directs individuals to work harder towards achieving organizational goals and focused behavior, but also influences behaviors that are outside the set limits (eg persistence, innovation, strategy development) Meyer, JP, et al., (2002). Mowday et al., (1979) define commitment as: (a) belief in and acceptance of the organization's goals and values; (b) readiness to exert efforts towards the achievement of organizational goals; and (c) a strong desire to maintain membership of the organization

Affective Commitment is the emotional attachment of employees to the organization based on love and affection. With this emotional attachment, employees will remain in the organization and improve their performance.

2.2 Job Satisfaction

According to Hoppock, R. (1935), job satisfaction describes as an employee's subjective reflection on the work scenario, namely an employee's affective reflection at work or subjective feelings about their work environment. Job satisfaction, as a constitutional concept, contains job features and job-related environmental features.

According to Moorman et al., (1993) in their research The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior clearly shows: from an affective perspective, job satisfaction is an overall positive affective evaluation; From a cognitive perspective, job satisfaction is a more logical and rational evaluation of working conditions. Job satisfaction is a pleasant or positive emotional state resulting from the appraisal of one's job and work experience. The happier the individual, the higher the level of job satisfaction Susanty, A., & Miradipta, R. (2013). Satisfaction work Affection-oriented is to measure the feelings and emotions of employees at work. Positive feelings or emotions mean high job satisfaction,.

Based on several definitions from study In the past, job satisfaction is about whether the job pleasant emotions and positive feelings for employees.

2.3 Performance

Robbins, SP (2003), Performance means what has been produced by the individual. Another term is human output which can be measured by productivity, absenteeism, turnover, OCB (Organizational Citizenship Behavior) and job satisfaction. Individual performance can also be referred to as job performance, work results, task performance. Performance is an action, not an event. Performance depends on the combination of ability, effort and opportunity obtained. This means that performance is the result of an employee's work in working for a certain period of time and the emphasis is on the work completed within a certain period of time.

Conceptually, performance is the result of work achieved by a person within a certain period of time based on predetermined work standards, operational variables of employee performance, namely a work achieved by an employee within a certain period of time based on predetermined work standards, Supatmi, M. E et al., (2013).

2.4 Affective Commitment on Performance

According to Meyer, John P., et al. (1989), affective commitment is positively correlated with performance. According to Leung, M. Y., Chen, D., & Yu, J. (2008) job contribution and

specificity are moderate variables that affect the relationship between affective commitment and job performance and between job performance and job satisfaction. Affective commitment is related to two of the four aspects of performance - monitoring evaluation of dependence and initiative - but is not related to organization and achievement or appraisal Angle, H. L., & Lawson, M. B. (1994)

Meyer, J. P., & Allen, N. J. (1991) affective commitment represents a general psychological orientation, possibly having implications for various organizational-relevant behaviors such as performance. Based on research Rafiei, M., et al., (2014) the three dimensions of organizational commitment namely affective, continuance, and normative commitment have a positive influence on performance. The results of research from Srimulyani, I., et al., (2017) show that affective commitment has a positive effect on employee performance.

Research conducted by Sapitri, R., & Suryalena, S. (2016) shows that organizational commitment consisting of affective, continuance, and normative commitment has a positive effect on employee performance. According to Akbar, A., Al Musadieq, M., & Mukzam, M. D. (2017) affective commitment variables affect employee performance. The results show that affective commitment have a positive effect on employee performance and work discipline, Nurbiyati, T., & Wibisono, K. (2014). Based on this theory, the following hypothesis can be formulated:

Hypothesis 1: Affective commitment has a positive effect on performance

2.5 Affective Commitment on Job Satisfaction

According to Susanty, A., & Miradipta, R. (2013), Positive attitudes towards work and greater organizational commitment increase job satisfaction which in turn improves individual performance. Another study states that organizational commitment has a positive and significant effect on job satisfaction and employee performance, meaning that every increase in organizational commitment has a positive effect on job satisfaction and employee performance, Susanty, A., & Miradipta, R. (2013).

Affective commitment was found the most influential with respect to the level of intrinsic and extrinsic job satisfaction, Susanty, A., & Miradipta, R. (2013). According to Leung, MY, Chen, D., & Yu, J. (2008) acceptance or contribution of work and specificity or team work is moderate variable that affects the relationship between affective commitment and job performance and between job performance and job satisfaction. Affective commitment and job satisfaction have a significant positive correlation, Imam, A et al., (2013). With combine the arguments and evidence above, the following hypothesis can be describe:

Hypothesis 2: Affective commitment has a positive effect on job satisfaction

2.6 Job Satisfaction mediate the effect of Affective Commitment on Performance

Employee performance only can be improved if it is supported by affective commitment and high job satisfaction, Toban, C., & Sjahrudin, H. (2016). Organizational commitment especially affective commitment and job satisfaction become a complete mediation in explaining the influence of transformational leadership on employee performance, Toban, C., & Sjahrudin, H. (2016).

Level satisfaction will predict their commitment to the organization, Eslami, J., & Gharakhani, D. (2012). Job satisfaction has a significant effect on employee performance. Job satisfaction and

employee performance have a positive relationship, which means that the higher the employee's job satisfaction, the higher the employee's performance. Supatmi, M. E et al., (2013). Affective commitment related to two of the four aspects of performance monitoring evaluation of dependencies and initiatives but not related to organization and achievement or appraisal, Angle, HL, & Lawson, MB (1994).

According to Loan, L. (2020), affective commitment has a significant effect on employee performance at work. Meyer, JP, & Allen, NJ (1991) affective commitment represents a general psychological orientation, likely to have implications for various organizational-relevant behaviors such as performance. According to Rafiei, M., et al., (2014) The three dimensions of organizational commitment are: affective, continuance, and normative commitment has a positive influence on performance mediated by job satisfaction. The results showed that affective commitment has positive effect on job satisfaction, performance and work discipline of employees, Nurbiyati, T., & Wibisono, K. (2014).

With combine the arguments and evidence above, the following hypothesis can be formulated:

Hypothesis 3 : Job satisfaction has a positive effect on performance

Hypothesis 4 : Job satisfaction mediate the positive effect on affective commitment on performance

3. Research Methodology

3.1 Participants and Procedure

This research is a theoretical research, where the purpose of this research is to test the concept or theory. This research is quantitative with data collection technique at one time (cross section). The method used is a survey with a closed questionnaire using google form with a 5 poin Likert scale. The research location to test the research concept was carried out at Cilacap city. This study examines affective commitment variables, on performance mediated by job satisfaction variables. The target population in this study were teacher of kindergarten school in Cilacap City. The target population are 280 people, assuming the sampling error rate is 5%, using the Slovin formula, the calculation of the minimum sample size is as follows, where n 164 people.

The source of data used in this research is primary data by providing a written list of questions (questionnaires) to were teacher of kindergarten school in Cilacap City. The questionnaire consisted of questions about affective commitment, job satisfaction, and performance. Each respondent was asked to provide demographic information, name, age, gender, education level, salary and years of experience in the first section. In the second part, respondents evaluated the main constructs of the research framework. The survey was conducted for a week in September 2022. The secondary data in this study are the required documents, obtained from the previous journal literature.

Of the 167 participants, the average age was 40 years, 1,2% were male, and 98,8% were female. About 41,3% had a high school degree, 52,1 % had a bachelor's degree, and 6,6% had a master's degree. On average, they had been with their present organization for 5 years.

3.2 Conceptual Framework

The conceptual framework of this research is as follows:



The variables in this study consist of independent variables, affective commitment, the dependent variable is performance and the mediating variable is job satisfaction

3.3 Measures

Descriptive statistical analysis includes frequency distribution as well as measurement of statistical values and index numbers. In this study, descriptive analysis was used to analyze the respondent's profile and respondents' responses to each question item that examined organizational commitment, job satisfaction and performance.

The validity test of the measurement model of this study based on cross loading measurements with constructs. If the construct's correlation with the measurement item is greater than the size of the other constructs. A construct is declared valid if it has a cross loading $> 0,50$. If the data is less than this value, it is declared invalid. Reliability test aims to determine the level of internal consistency of the instruments that measure the concept. Reliability is a requirement for achieving the validity of a questionnaire with a specific purpose. To test the reliability, Cronbach Alpha is used with the help of SPSS version 26 which states that the Cronbach Alpha value can be said to be reliable if the value is $> 0,60$.

Affective commitment. Affective commitment was measured using Allen and Meyer's (1984) seven-items Affective Commitment Scale. The scales have been supported as representing distinct dimensions of commitment. With appropriate internal consistency reliabilities, in three samples, Allen Meyer reported Cronbach Alphas of 0,835; 0,857; and 0,841. Sample items were "I would be very happy to spend the rest of my career with this kindergarten school or organization" or "This kindergarten school or organization has a great deal of personal meaning for me". The scale ranged from 1 (*storngly disagree*) to 5 (*strongly agree*).

Job Satisfaction. The job satisfaction subscale ten-items from the Michigan Organizational Assessment. The participants of this study were asked questions about their satisfaction with opportunities for achievement, recognition, responsibility, meaningfulness and the jobs itself. Items were as follows "I am satisfied with my job" or "I like working in this kindergarten school or organization". The scale ranged from 1 (*storngly disagree*) to 5 (*strongly agree*). With appropriate internal consistency reliabilities, in three samples reported Cronbach Alphas of 0,849; 0,878; and 0,852.

Performance. Performance subscale eight-items from The Individual Work Performance Questionnaire (IW PQ) adopted from Koopmans, L., et al, (2013). Items were as follows "I have a good ability to complete work", "The task that is my job According to my expertise" or "I feel fit for my current job" and "I have no problems doing my job". The scale ranged from 1 (*storngly*

disagree) to 5 (*strongly agree*). With appropriate internal consistency reliabilities, in three samples reported Cronbach Alphas of 0,842; 0,834; and 0,835.

3.4 Analytical Strategy

The data were processed using statistical principles, while for the purposes of analysis and hypothesis testing an inferential statistical approach was used. SPSS 26.0 was used to test the hypothesized affective comitment, job satisfaction and performance. Hypothesis 1, we regressed affective comitment onto job satisfaction. Then for hypothesis 2, we regressed affective commitment onto job satisfaction. Hypothesis 3, we regressed job satisfaction onto performance. Finally, Hypothesis 4, we regressed affective commitment and job satisfaction onto performance

4. Result

Our hypothesis was tested in Adding affective commitment and performance significantly. We found a significant and positive relationship between affective commitment and performance ($r = 0,59$; Sig = 0,000, $p < 0,05$), which confirms Hypothesis 1. Second, the hypothesis 2 was tested in Adding variable affective commitment and job satisfaction. We found a significant and positive relationship between affective commitment and job satisfaction ($r = 0,612$; Sig 0,000, $p < 0,05$), which confirms Hypothesis 2.

Third, the hypothesis 3 was tested in adding mediating variable job satisfaction and performance. We found a significant and positive relationship between job satisfaction and performance ($r = 0,612$; Sig 0,000, $p < 0,05$), which confirms Hypothesis 3. The last, when investigating the effects of the independent variable and the mediator on the dependent variable, the effect of the mediator has to be significant, and the effect of the dependent variable has to be weaker than in condition before. Hypotesis 1 shows that affective commitment is significantly related to performance ($r = 0,59$; Sig 0,000 $p < 0,05$), hypothesis 2 the job satisfaction significant ($r = 0,612$; Sig 0,000 $p < 0,05$). Adding job satisfaction significantly but lower explained ($r = 0,479$; Sig 0,000 $p < 0,05$) This indicates partial mediation and supports hypothesis 4.

The Sobel test confirms this finding ($z = 0,616$, z table is 1,96 based on $\alpha = 0,05$). Hypothesis 1 shows that affective commitment is significantly related to job satisfaction ($r = 0,59$; Sig 0,000 $p < 0,05$). This indicates fully mediation and supports hypothesis 4.

Table 1. Summary of Hypothesis Test Result using SPSS 26.0

No	Relation	Std Coefficient Beta	t	Sig	Description
1	Affective Commitment on Performance	0,604	9,727	0,000	Supported
2	Affective Commitment on Job Satisfaction	0,514	7,687	0,000	Supported
3	Job Satisfaction on Performance	0,583	10,329	0,000	Supported
4	Job Satisfaction mediated Affective Commitment on Performance	0,304	5,386	0,000	Fully Mediation, Partial Mediation

5. Discussion

The results of this study prove that affective commitment has positive effect on employee performance. Affective commitment is the ability and willingness to align individual actions with the needs, priorities, and goals of the organization. An individual's commitment to an organization or company is very important because not all company employees can understand the importance of commitment to the organization. Employees with high affective commitment do not want to leave the company and in this case are the basic capital to encourage high productivity.

Affective commitment gives companies the desire, encouragement and affective attachment that employees want to be directly involved in company activities to further increase company productivity. Employees with high affective commitment have an affective closeness to the organization or company. This shows that employees are more willing to make a significant contribution to the company or organization compared to employees who have lower affective commitment.

Although it has been described that affective commitment as a predictor that supports performance, research also emphasizes the importance of job satisfaction. Although it can be said that someone who has a higher level of affective commitment is expected to produce better performance. This study adopts an approach where both job satisfaction and performance depend on the situation, not stand alone, but are influenced by psychology, sociology, and economics factor.

Studies on job satisfaction have been carried out and the results stated that job satisfaction is influenced by several factors such as affective commitment. The findings of this study stated that the positive direct affect of affective commitment to job satisfaction. One step forward that has been made in this research is to consider the role of job satisfaction as a mediator between affective commitment and performance models. the best variable to predict employee performance is job satisfaction. Job satisfaction is the best predictor of performance in this study.

5.1 Limitation and Future Research

This research also contains some limitations. This study is cross-sectional and only valid for a certain period of time. Therefore, researchers and academics should conduct longitudinal studies to observe changes in behavior over time.

Our study opens several avenues for future research. Most importantly, we strongly encourage other researchers to further explore organizational commitment, both of normative and continuance commitment in the relationship between job satisfaction and the performance of other employees. Future research that collects data from different sources or method would provide important additional evidence as to extent to which this findings will replicate.

6. Conclusion

Based on our findings, all hypothesis are accepted, indicating that affective commitment affects employee performance mediated by job satisfaction. There is a direct positive effect of the affective commitment toward performance. This study also shows that affective commitment affects job satisfaction, job satisfaction affects performance, and the indirect effect of affective commitment on employee performance through job satisfaction are fully and partially mediated.

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