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**The Mediating Role of Commitment Organizational**

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# **Dimensions Between Job Involvement on Employee Performance: A Cross-Sectional Study**

***Dade Suparna<sup>a</sup>***

***Juliansyah Noor<sup>b\*</sup>***

<sup>a,b</sup>STIE La Tansa Mashiro: Magister Management, Banten, Indonesia

## **Abstract**

Organizations often cite high job involvement as a critical success factor in achieving higher performance, and it is reinforced by three dimensions of engagement. Therefore, this study was performed to evaluate the functions of three dimensions of organizational commitment regarding employee performance and job involvement. This research was performed via a survey of 346 National Private Banks' supervisors and employees in Banten Province, Indonesia. Then, the hypothetical relationship of the collected data was tested by applying the partial least-squares structural equation. Consequently, the results showed that job involvement influenced normative and affective commitment. These two dimensions were also noted to significantly affect employee performance. Finally, the association between employee performance and job involvement was shown to be influenced by affective commitment. On the contrary, normative and continuance commitment did not mediate this relationship. There was also no support for continuance and normative commitments nor the relationship of job involvement with employee performance. Therefore, job involvement improves employee performance through affective commitment. This implies that human resources managers need to through available resources to promote job involvement and the three dimensions of organizational commitment in their employees. Further study is recommended to test the mediating effect on this relationship

**Keywords**

Employee Performance; Job Involvement; Three Organizational Commitment Dimensions

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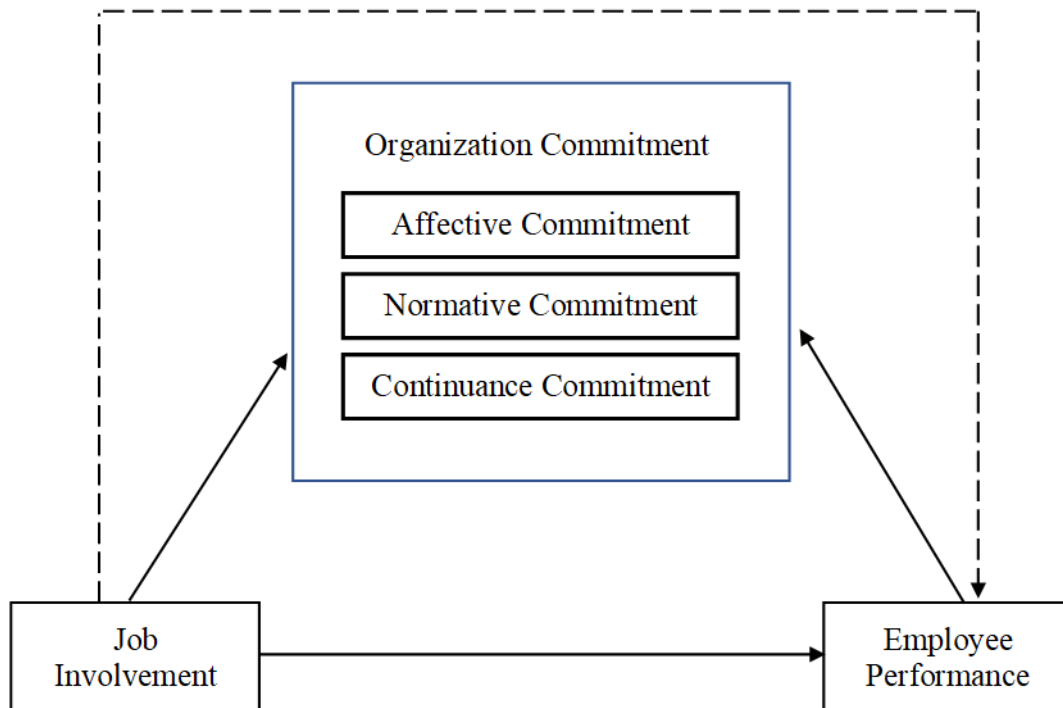
## Introduction

The recent global decline and other economic hardships created by the COVID 19 pandemic has highlighted the need for employees to be committed to achieving organizational goals. Retaining high performing employees can not only ensure that employers retain their talents at an uncertain time, but also that talented workers are ready to go the extraordinary mile to ensure the continuity of the organization. In these circumstances, they are often asked to double their efforts to increase productivity. Therefore, employers need to implement strategies aimed at fulfilling employees' needs in multinational and national companies (Presbitero, Roxas, & Chadee, 2016).

This study topic on the relationship of four variables (job involvement and three dimensions of organizational commitment) with employee performance. In particular, it will focus on the role of a 3 organizational commitment dimensions and their influence on the association between employee performance (EP) and job involvement (JI). Meyer and Allen (1991) divided "three dimensions of organizational commitment (OC), namely affective (AF), normative (NR), and continuance (CN)". The most important contribution is to better understand how these domains of energy performance or commitment dimensions

mediate the association between EP and JI. Currently, only two of the three variables mentioned have been examined in prior research. For example, a number of studies have shown that employee performance is the result of organizational commitment (Indarti, Solimun, Fernandes, & Hakim, 2017; Huang, Yuan, Shen, & Li, 2020; AlMazrouei & Zacca, 2021).

Meanwhile, the association between OC, JI, and EP had only been explored by a single study. Keller (1997) stated that OC moderates the relationship between JI and EP using longitudinal data. However, Keller's empirical model regarding the association between these three variables was not examined. Therefore, it followed Keller's results, where empirical tests were conducted using cross-sectional data and OC dimensions role as the mediating the relationship between JI and EP. This helps employers understand the use of HR practices in promoting the effect of JI on OC and have implications for EP. Based on the theoretical model (Figure 1), this investigation is aimed at exploring how the dimensions of OC mediate the relationship between JI and EP at a national private bank in Banten Province.



**Figure 1. Theoretical Model**

### Theoretical and Hypotesis

#### Job involvement and organizational commitment

Varshney (2019) defined “job involvement (JI) as the job level for one's self-image”, the extent to which a person actively participates in their work (Robbins & Judge, 2018). Also, it can be defined as “the extent to which self-esteem is influenced by the level of perceived performance” (Ferris, Lian, Brown, & Morrison, 2015). Employees with high JI feel that work is important for self-image (Hermawati & Mas, 2016) and it is considered to be an active aspect affecting organizational and individual variables (Lambert, Minor, Wells, & Hogan, 2016). By analyzing how JI is related to many variables, such as turnover, characteristics, absence, and commitment (Welbourne & Sariol, 2017; Lambert, Qureshi,

Frank, Klahm, & Smith, 2018; Johari & Yahya, 2016), different interpretations have been acquired. Consequently, a positive relationship between JI and EP have been exhibited by these interpretations (Welbourne & Sariol, 2017; Lambert et al., 2018).

OC, which is the psychological attachment of employees to their companies or places of work, has been significantly studied over the last few decades, leading to the consequent agreement that it is a multidimensional construct (Meyer & Allen, 1984; Mory, Wirtz, & Göttel, 2016; Ahmad, 2018). Meanwhile, Meyer and Allen (1991) developed a conceptual OC model comprising a 3 dimensions, namely “affective (AF), continuance (CN), and normative (NR)”. AF is “an individual's emotional connection to an establishment or company” (McCormick & Donohue, 2019), while CN refers to “an attachment based on the number of rewarded side bets, such as the loss of status or prestige”

(McCormick & Donohue, 2019). Conversely, NR is an obligation felt by an individual carry-on working (Meyer, Morin, Stanley, & Maltin, 2019).

Several previous studies have discovered a positive effect of OC on JI (Cesário & Chambel, 2017a; Meyer et al., 2019). JI is considered an antecedent of OC (Cesário & Chambel, 2017b), and its association with these dimensions argued by Meyer and Allen (1991) has been investigated. A significant and positive correlation between JI and AF, NR, and CN was also accounted for by Allen and Meyer (1996). Furthermore, a positive effect of JI on AF and NR was recently reported by Dinc and Huric (2017). Consequently, the hypotheses, based on the various literature above, can be expressed as follows:

Hypothesis 1a: Affective commitment (AF) will be positively affected Job involvement (JI).

Hypothesis 1b: Normative commitment (NR) will be positively affected Job involvement (JI).

Hypothesis 1c: Job involvement (JI) will be positively affected continuance commitment (CN).

### **Job involvement and employee performance**

Previous studies have shown that EP is significantly affected by JI (Hermawati & Mas, 2016; L. C. Huang, Ahlstrom, Lee, Chen, & Hsieh, 2016). In a study consisting of 117 bank employees' respondents in Pakistan (T. Ahmad, Farrukh, & Nazir, 2015), JI was reported as one of the significant predictors for the quality of self-assessment. In Norway, a positive effect on EP was also described by (Mikkelsen & Olsen, 2018). Hence, another hypothesis can be stated as:

Hypothesis 2: Job involvement (JI) will be positively affected employee performance (EP).

### **Organizational commitment and employee performance**

The quantity and quality of work accomplished by one or more individuals after the conclusion of a task can be referred to as EP (Schermerhorn & Achrach, 2017). Currently, competitive organizations need high-performing employers to realize their business goals and attain an advantage over other companies. As a result, (Cascio, 2018) proposed that managers should explain the needed performance to allow their employees to achieve organizational goals by adequately recognizing the expectations. Since employee and organization performances are directly proportional to one another, employers should find ways to improve them.

Various studies have shown a significant association between EP and OC. A Spanish bank, Cegarra-Navarro, Jimenez-Jimenez, Garcia-Perez, and Giudice (2018) study reported that OC is a positive and significant antecedent of EP. Furthermore, Wang, Weng, and Jiang (2020) reported its significant relationship with AF in the meta-analysis that includes a sample of employees. A positive association between EP and OC was also obtained after a comparative analysis of the three dimensions (Khan & Zia-ud-Din, 2010). Subsequently, OC dimensions were also reported to predict "job satisfaction, employee performance, and intention to quit" (Yousef, 2016; Musabah, Al, Mohamad, & Affairs, 2017). According to (Musabah et al., 2017), AF, NR, and CN in the workplace can affect EP. Therefore, it is possible that OC dimensions are antecedents of EP. Based on literature, the following hypothesis can be formulated:

Hypothesis 3a: Employee performance (EP) will be positively affected by affective commitment (AF).

Hypothesis 3b: Employee performance (EP) will be positively affected by normative commitment (NR).

Hypothesis 3c: Employee performance (EP) will be positively affected by continuance commitment (NR).

### **OC Dimensions as a Mediator of JI on EP Relationship**

The mediating effect of OC among several variables has been explored by many studies. This role was also recently examined between organizational citizenship behavior and the work-life balance of employees of manufacturing industries in India (Pradhan, Jena, & Kumari, 2016). Through the mediating role of AF, the significant and indirect effect of procedural justice on employee performance was described by Sharma and Dhar (2016). This researcher also reported that the association between employee training and service quality is influenced by OC. Therefore, existing studies analyze the functions of these dimensions on the relationship between EP and JI (Nikpour, 2017). Based on literature, the hypothesis can be formulated as follows:

Hypothesis 4a: AC will mediate the relationship between JI and EP.

Hypothesis 4b: NC will mediate the relationship between JI and EP.

Hypothesis 4c: CC will mediate the relationship between JI and EP.

### **Research Method**

The hypothetical relationship was tested via PLS-SEM (partial least-squares-structural equation modeling), as shown in Figure 1. Smart PLS v.3 and IBM SPSS v.25 statistics were also employed to process the study data and analyze the hypotheses (Chin, 2010).

### **Sample**

528 employees of the national private bank in the Indonesian province of Banten participated and separate questionnaires were developed for leaders and followers. The leader and follower questionnaires were distributed to 132 and 396 leaders and followers respectively. In other words, the three direct followers of each leader received the questionnaire. Those that equipped the leader questionnaire were asked not to equip the follower questionnaire. The number returned was 103 leader and 289 follower questionnaires, representing responses of 78.0 and 72.9%, respectively. After deleting records with unpaired leader-follower pairs, a total of 346 leaders and followers (252 followers and 94 leaders) were again used.

### **Instruments and measurements**

The questionnaire data were gathered online and collected between August and October 2020 via Google Docs by sending an email containing the survey link to a network of colleagues. This email also described the procedures and assured the potential participants of the anonymity and confidentiality of their responses. Three items were utilized in determining JI (Hermawati & Mas, 2016), for example "Most of my personal life goals are work-oriented". "A Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)" was used, and the Cronbach Alpha coefficient was 0.71. OC was quantified using a 5-point Likert scale with items developed by Allen and Meyer (1996), "where 1 = strongly disagree and 5 = strongly agree". A 3 items were also used in assessing AF, for instance, "I would be happy when the rest of my career is developed at this company." In contrast, the NR dimension was measured using four items, such as "One of the main reasons I continue to work for this organization is that I feel a moral obligation to remain here." Finally, CN was determined via three items, for example, "I feel that I have too few options to consider leaving this organization." The Cronbach Alpha coefficient obtained for these dimensions ranged between 0.72 and 0.85. Then, Fu and Deshpande (2014) proposed to assess EP through three items. Here, the participants were

invited to assess their round work performance in the previous year, as well as that of their colleagues. The questions were assessed with “a 5-point Likert scale (5 = very good, 1 = very bad)”, with a resulting Cronbach alpha coefficient of 0.76.

### Data Analysis

This study uses Smart PLS 3.0 (Chin, 2010) to test the hypothesis, where a statistical procedure (Ringlets, Wende, & Becker, 2015), partial least-squares (PLS) provides a complete causal analysis of the situation. This structural equation modeling (SEM) has proven adequacy in assessing mediational hypotheses (Dijkstra & Henseler, 2015). Meanwhile, the assumptions about the variables' distribution in this method are undemanding (Carrión, Nitzl, & Roldán, 2017), as it is the only SEM approach that allows the inclusion of formative and reflective measures in similar analytical procedures (Chin, 2010; Dijkstra & Henseler, 2015). This investigation employed a bootstrap (n = 500 subsamples), as recommended by Chin (2010),

to generate a standard error and t-statistics with “n - 1 degrees of freedom” (n reflects the number of subsamples) (Ringlets et al., 2015). Meanwhile, the method, as required for mediation analysis with a large sample size (n = 340), requires that this study can detect mediating and moderate effects with statistical power greater than 99.5% at a significance level of 0.05 (Carrión et al., 2017; Ommen, Heußler, Backhaus, Michaelis, & Ahlert, 2010).

## Results and Discussion

### Results

Table 1 shows the frequency analysis results, which reveal that 42.49% of respondents were between 31 and 40 years old. 56.36% were female, 35.50% were married, 82.95% had undergraduate education, and 50.58% had 6-10 years of experience in total.

**Table 1. Demographic Results**

<b>Variables</b>		<b>Frequency</b>	<b>%</b>
<b>Age</b>	21–30	128	36.99
	31–40	147	42.49
	More than 40	71	20.52
	Total	346	100.00
<b>Gender</b>	Male	195	56.36
	Female	151	43.64
	Total	346	100.00
<b>Marital status</b>	Married	123	35.55
	Single	223	64.45
	Total	346	100.00
<b>Education level</b>	Bachelor degree	287	82.95
	Master degree	59	17.05
	Total	346	100.00
<b>Experience</b>	Less than 5 years	96	27.75
	6–10 years	175	50.58
	More than 10 years	75	21.68
	Total	346	100.00



## PLS-SEM

The PLS technique was used to compute the factor loading of the variables through the analysis of sixteen (16) items, which subsequently produced results above 0.70, as shown in Table 2, and these values enabled the reliability of the individual objects to be assessed (Chin, 2010). A total of sixteen factors, where the three performance domains became dimensions of OC, JI, and EP were obtained.

Meanwhile, the factor loadings were between 0.71 and 0.92.

Generally, the reflective indicator approach is used to establish a relationship with latent variables, where very high values for the correlation between these variables and individual indicators are obtained, and variable variations lead to differences in the measured items (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

**Table 2. Results of Measurement Model**

Item	Job Involvement	Affective Commitment	Normative Commitment	Continuance Commitment	Employee Performance
<b>J11</b>	<b>0.81</b>	0.47	0.37	0.14	0.29
<b>J12</b>	<b>0.76</b>	0.27	0.41	0.10	0.22
<b>J13</b>	<b>0.75</b>	0.24	0.33	0.16	0.37
<b>AF1</b>	0.39	<b>0.72</b>	0.41	0.20	0.15
<b>AF2</b>	0.41	<b>0.90</b>	0.59	0.19	0.40
<b>AF3</b>	0.25	<b>0.78</b>	0.48	0.28	0.34
<b>NR1</b>	0.50	0.50	<b>0.74</b>	0.32	0.17
<b>NR2</b>	0.34	0.51	<b>0.76</b>	0.37	0.32
<b>NR3</b>	0.46	0.49	<b>0.83</b>	0.26	0.31
<b>NR4</b>	0.31	0.41	<b>0.76</b>	0.19	0.34
<b>CN1</b>	0.18	0.23	0.40	<b>0.92</b>	0.36
<b>CN2</b>	0.14	0.30	0.27	<b>0.82</b>	0.22
<b>CN3</b>	0.14	0.21	0.28	<b>0.88</b>	0.32
<b>EP1</b>	0.39	0.21	0.33	0.02	<b>0.71</b>
<b>EP2</b>	0.29	0.39	0.21	0.54	<b>0.88</b>
<b>EP3</b>	0.25	0.26	0.23	0.01	<b>0.76</b>

The value of CR and AVE should be greater than 0.6 and 0.5

The outer model's validity and reliability tests of the outer model are shown in Table 2. Meanwhile, the correlation coefficient, average variance extracted (AVE), statistics, composite reliability, and the square root of average variance extracted (AVE) on the diagonal matrix of each latent variable are displayed in Table 3. These values are used to examine the reliability of the construct validity and internal consistency (Hair et al., 2018). The construct reliability (CR) was determined via composite and Cronbach's alpha should be greater than

0.70, as the composites ranged from 0.82 to 0.91, while Cronbach's alpha was between 0.70 and 0.91 (Nunnally & Bernstein, 1994). Also, CR was measured through convergent methods, shown by the loading factors, communality, and AVE, and the discriminant technique. The convergent validity was fulfilled, as shown by the factor loadings, which were all revealed to exceed the limit value of 0.70. Also, the AVE values, along with their similarities, were between 0.60 and 0.77, which is greater than the 0.50 threshold value. Conversely, the

discriminant validity was implied by the square root of the AVE value, which should surpass the correlation of any inner construction. This analysis showed that the discriminant validity

was fulfilled, as the square root of the AVE value on the diagonal of the correlation matrix was greater than the inter-correlation coefficient.

**Table 3. Convergent and Discriminant Validity**

Variables	Job Involvement	Affective Commitment	Normative Commitment	Continuance Commitment	Employee Performance
<b>1</b> JI	<b>0.80</b>				
<b>2</b> AF	0.06	<b>0.93</b>			
<b>3</b> NR	0.50	0.07	<b>0.84</b>		
<b>4</b> CN	0.44	0.01	0.48	<b>0.78</b>	
<b>5</b> EP	0.62	0.02	0.57	0.53	<b>0.76</b>
M	3.20	2.88	3.11	3.42	3.01
SD	0.82	0.67	0.79	0.87	0.88
AVE	0.60	0.65	0.60	0.77	0.62
CR	0.82	0.84	0.86	0.91	0.83
Cronbach Alfa	0.71	0.72	0.78	0.85	0.76

“Note. The bold numbers in the diagonal row are square roots of AVE”.

### Model Without Mediating Role

The partial least-squares based structural equation modeling technique (PLS-SEM) was used to test our model and hypothesized relationships. This variance PLS-SEM approach is used to describe the variance of the latent variables by minimizing the error term and maximizing the  $R^2$  value of the endogenous variables (Ringle et al., 2015). Then, the Smart PLS v.3 with bootstrap resampling method was used to evaluate the statistical significance of the relationship (Ringle et al., 2015). A bootstrap with a recommended value

of 5,000 samples was used to obtain the t-statistics and standard error for determining the coefficients (Dijkstra & Henseler, 2015). Table 4 and Figure 2 consequently show the direct association based on the PLS-SEM results. Meanwhile, a positive and significant association with results of  $\beta = 0.44$ ,  $p < 0.05$  and  $\beta = 0.53$ ,  $p < 0.05$  was demonstrated between JI with AF and NR commitments, respectively. Significant positive effects were also observed between EP with JI and AF apiece at  $\beta = 0.23$ ,  $p < 0.01$  and  $\beta = 0.24$ ,  $p < 0.01$ . However, no significant association was observed between JI, alongside CN and NR commitments with EP. Based on these results, the hypotheses 1a, 1b, 2, 3a, and 3c were supported

**Table 4. Hypotheses Without Mediating Role Results**

Hypotheses	Path	$\beta$	t-statistic	R <sup>2</sup>	Q <sup>2</sup>	Result
H1a	JI → AF	0.44	3.87	0.37	0.21	Support
H1b	JI → NR	0.53	5.67	0.48	0.15	Support
H1c	JI → CN	0.18	1.27	0.35	0.20	Not support
H2	JI → EP	0.23	2.97			Support
H3a	AF → EP	0.20	1.97	0.16	0.35	Support
H3b	NR → EP	0.03	0.15			Not support
H3c	CN → EP	0.25	2.96			Support

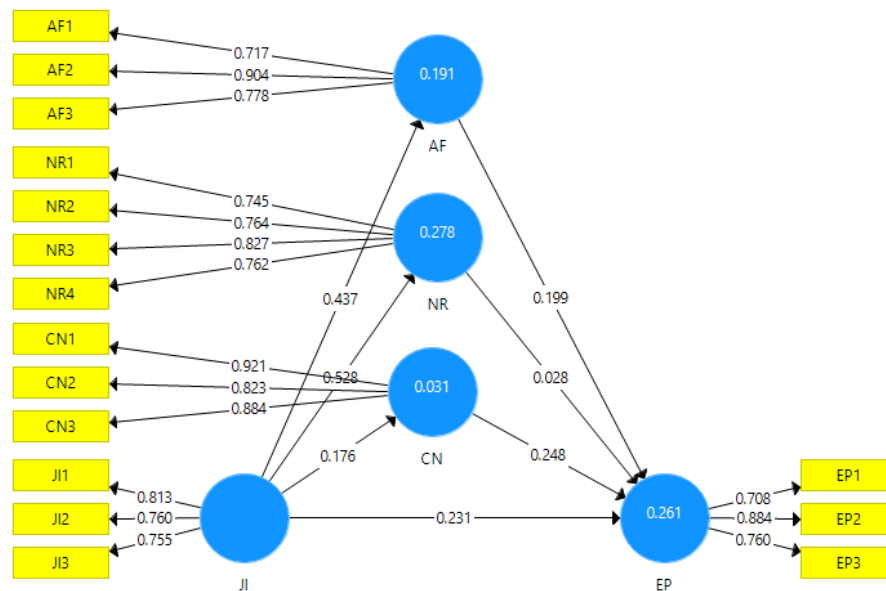


Figure 2. PLS Results

According to Ommen et al. (2010), the assessment of explanatory and predictive powers, alongside predictive relevance are critically integral qualities in PLS-SEM analysis. Subsequently, Table 4 shows the described ( $R^2$ ), which indicates the explanatory power of SEM, and the predictive relevance ( $Q^2$ ). Although, varied classifications of described variance exist in theory, Ommen et al. (2010) classified  $R^2$  values for endogenous latent variables as 0.19 (weak), 0.28 (moderate), 0.03 (weak), and 0.26 (moderate). The described variances of AF, NR, CN commitments and EP were 19%, 28%, 3%, and 26%, respectively. Therefore, the variance of EP is moderate.

Geisser (1975) and Stone (1974) stated that “predictive relevance is evaluated using the  $Q^2$  test”, as it shows the competence of the model

and its parameters (Ommen et al., 2010) in reconstructing the observed values. Smart PLS v.3 was used to get the  $Q^2$  value by “blindfolding one case”. Then, the model parameters were re-estimated employing the abiding cases. Finally, the value of the omitted cases depending on the remaining parameters was predicted (Ringle et al., 2015). Endogenous variation with a positive value for  $Q^2$  is regarded as possessive of predictive relevance, while a score with a negative value has none. The values of the endogenous latent variables, which were greater than zero, are shown in Table 5. Therefore, the  $Q^2$  value indicates the predictive relevance of AF, NR, and CN commitments to EP.

### Model with Mediating Role

A mediation analysis was conducted to examine the relationship between job involvement and employee performance through AF, NR, and CN commitments (Table 5). Meanwhile, the recommendation for “the bias-corrected bootstrap” technique employed for the analysis was 5,000 samples in order to achieve a 95% confidence interval of the indirect effect (Hayes, 2018). According to the results, a

statistically significant and positive effect of EP and JI influenced by AF at  $\beta = 0.09$ ,  $p < 0.05$  was obtained. Therefore, AF partially mediates the relationship between JI and EP. Also, the effect of JI and EP through NR and CN commitments was not statistically significant. NR and CN commitments are not mediators for variations in JI on EP. Therefore, hypothesis 4a is supported while 4b and 4c are not.

**Table 5 Hypotheses with Mediating Role Results**

Hypothesis	Path	beta	t-statistic	Results
H4a	JI → AF → EP	0.09	1.995	Partial Mediation
H4b	JI → NR → EP	0,04	1.072	No Mediation
H4c	JI → CN → EP	0,02	0,872	No Mediation

“Notes. The number of bootstrap samples for bias-corrected bootstrap confidence intervals is 5000.  $p < 0,05$ ,  $p < 0,01$ .”

## Discussion

Given the importance of bank employee performance (Cegarra-Navarro et al., 2018), this study explores the effect on EP through the dimensions of OC at the National Private Commercial Bank. The results showed that JI has an effect on AF and NR commitment. These two commitment dimensions were also noted to have a significant effect on EP and mediate the relationship between JI and EP. However, no evidence backing CN commitment nor the relationship between JI, as well as NR and AF commitments with EP was discovered. Conversely, a positive association was found between CN commitment and EP. The following paragraphs emphasize the practical and theoretical consequences of this study.

## Theoretical Implications

One of the several theoretical implications is obtaining support for three alternative models of JI and OC proposed by Nazir and Islam (2017). These include; (1) JI is a predictor of OC, (2) OC is a predictor of JI, and (3) OC and JI are independent. However, many empirical studies in the human resource management

literature have examined the first model, which is the relationship between JI and OC. The presence of limited literature on this association was reported. This study shows that JI is a determinant of AF and NR commitment. Furthermore, it shows that employees involved are more AF and NR in carrying out their jobs and this is in accordance with (Welbourne & Sariol, 2017; Lambert et al., 2018)

The effect of OC dimensions on employee performance is another contribution. However, many studies have examined the relationship with turnover (Schermerhorn & Achrach, 2017), AF (Cegarra-Navarro et al., 2018), and NR commitments (Khan & Zia-ud-Din, 2010). Others were focused on the dimensions of OC and EP among National Private Commercial Bank employees. Hence, this study tries to logically relate various parts of existing literature on private banking employees. Employees' feelings concerning their work are usually expressed as the three OC dimensions and are considered EP predictors (Musabah et al., 2017), and those that are generally engaged with their jobs perform better at higher levels. Therefore, existing literature supports the significant relationship between EP with CN and AF commitments.

The association between EP and JI is significantly influenced by AF commitment. Also, the relationship between EP and JI has also been explored by many human resource management studies (Hermawati & Mas, 2016; Mikkelsen & Olsen, 2018). Although there are gaps in examining the mediating effect of OC dimensions on the relationship between JI and EP, studies show that these dimensions are indeed mediators. The third theory expressed the high performance and the presence of AF, NR, and CN commitments of those employees that participate in daily decision-making to their banks. The results corresponding to the mediating role are as well appropriate with prior studies (Fu & Deshpande, 2014).

Contrary to previous studies (Khan & Zia-ud-Din, 2010), the results do not show espouse for the effect of AF and NR commitments. Also, unlike the hypothesis, the relationship between EP and AF commitment was determined to be positive. This is because employees feel obliged to continue working at this time since they have no other alternative.

### **Practical Implications**

Among the three dimensions of OC, only affective serves as an intermediary in the relationship between JI and EP. Therefore, leaders of national private commercial banks need to find ways to increase employee JI. According to Meyer and Allen (1991), employees involved in daily decision-making processes prefer to remain in the organization because of a strong AF commitment to stay. Therefore, this commitment needs to be increased and according to Mory et al. (2016), it is achieved by conducting strict and careful recruitment and selection as well as designing initial experiences that promote new members to learn and accept new organizational values. Leaders of National Private Banks need to increase the dimension of AF commitment by conducting strict recruitment, selection and training new employees. According to

Mccormick and Donohue (2019), organizations can increase AF commitment by promoting their participation, empowerment, educational training, and supporting their growth. Furthermore, the suggested improvements for the leader will make a large contribution to the number of employees that are willing to pursue a career in a Government Bank. A study in Spain (Cegarra-Navarro et al., 2018) shows that the main factors behind employees wanting to work in Government Banks are to obtain additional education and training as well as higher or more realistic wages. Therefore, a significant practical implication is that employees of National Private Bank who participate in daily decision-making processes can exhibit improved performance. However, this requires an increase in AF commitment to reduce and eliminate the intention to move to another bank.

### **Study Limitations**

The influence of AF commitment on the relationship between JI and EP was proven by this study. However, the most obvious limitations after consideration were the sample size and demographic characteristics. Since 73% of the subjects in this study were clerically inclined, the outcomes cannot be generalized to a more diverse group of employees. Therefore, further research is required to test the model via a sample that will represent more varied groups.

Although SEM provided some information regarding the potential direction of the association, the cross-sectional character of the study still presented another limitation, as this type of design does not allow strong conclusions based on the order of variable causes. Cegarra-Navarro et al. (2018) reported that theoretical arguments suggest that JI is a determinant or is linked with EP. However, the potential direction of this association is yet to be appraised, therefore necessitating the orientation of future research towards a mixed-method of analysis for confirmation.

### **Conclusion**

Based on the above analysis, JI positively influences EP through the mediation of the three OC dimensions. First, the results show the effect of JI on EP. Therefore, the involved employees appear to be different from others in terms of optimism, self-efficacy, and self-esteem. Second, the mediating role of AF commitment on the relationship between JI and EP was reported. Employees that are highly involved in their work express intensified

emotions and identify more with their job functions and organizations. Furthermore, the results prove that the mediating role of AF commitment to the relationship between JI and EP gives positive results. This is consistent with the results, where employees with a high AF commitment to their work are often involved in daily decision-making and higher performance. This study shows that increasing the AF commitment can not only generate benefits for employees but also offer a competitive advantage for the company.

### Notes on Contributor

**Dade Suparna** is a senior lecturer in Magister Management Program, STIE Latansa Mashiro. His research interest are Human Resources Management, Organizational Behavior.

**Juliansyah Noor** is Associate Professor in Magister Management Program, STIE Latansa Mashiro. His research interest are Human Resources Practice, Leadership, Human Resources Strategic.

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<https://doi.org/10.1080/01900692.2015.1072217>

## 2. **Bukti hasil review 1 (1 Maret 2021)**



Summary of Reviewers Comments

Accepted Minor Revision

Dear Prof. Juliansyah Noor, et al

The author posing the interesting topics with title The Mediating Role of Commitment Organizational Dimensions Between Job Involvement on Employee Performance: A Cross-Sectional Study. After initial screening by editor and sent to two reviewers, the reviewers founds that

1. The article has a complete component (abstract, introduction, problem formulation, literature review, research methodology, discussion and conclusion).  
Please state the urgency of this research in the introduction section. Add several journal with the same characteristics
2. The literature review is quite relevant but not recent (min number of references 60% of total references less than 10 years), Add 5 to 10 references dated 5 years
3. Quality of Methodology are rigorous  
State why this study conducted in the Covid Pandemic and relate it with the introduction section.
4. Quality of discussion is above standard and well aligned  
Justify in short sentences on how this research may be practical applied in the post pandemic situation

Please revise within 1 weeks of acceptance this letter and in meanwhile we will publish your abstract in the due course. Again congratulations for your article that accepted in our journal to be published on Vol 9 No 3 April 2021.

Editor in chief

Dodi Wirawan Irawanto, PhD

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Asia Pacific Management and Business Applications

University of Bravijaya

Malang – INDONESIA

p. +6281353238012

e. editor.apmba@ub.ac.id

## 3. **Disetujui (10 Maret 2021)**

## 4. **Bukti konfirmasi diterima artikel publish secara online (30 April 2021)**

## The Mediating Role of Organizational Commitment Dimensions Between Job Involvement on Employee Performance: A Cross-Sectional Study

Dade Suparna<sup>a</sup>  
Juliansyah Noor<sup>b\*</sup>

<sup>a,b</sup>STIE La Tansa Mashiro, Magister Management, Banten, Indonesia

### Abstract

Organizations often cite high job involvement as a critical success factor in achieving higher performance, and it is reinforced by three dimensions of engagement. Therefore, this study was performed to evaluate the functions of three dimensions of organizational commitment regarding employee performance and job involvement. This research was performed via a survey of 346 National Private Banks' supervisors and employees in Banten Province, Indonesia. Then, the hypothetical relationship of the collected data was tested by applying the partial least-squares structural equation. Consequently, the results showed that job involvement influenced normative and affective commitment. These two dimensions were also noted to significantly affect employee performance. Finally, the association between employee performance and job involvement was shown to be influenced by affective commitment. On the contrary, normative and continuance commitment did not mediate this relationship. There was also no support for continuance and normative commitments nor the relationship of job involvement with employee performance. Therefore, job involvement improves employee performance through affective commitment. This implies that human resources managers need to through available resources to promote job involvement and the three dimensions of organizational commitment in their employees. Further study is recommended to test the mediating effect on this relationship.

### Keywords

Employee Performance; Job Involvement; Three Organizational Commitment Dimensions

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### Introduction

The recent global decline and other economic hardships created by the COVID 19 pandemic has highlighted the need for employees to be committed to achieving organizational goals. Retaining high performing employees can not only ensure that employers retain their talents at an uncertain time, but also that talented workers are ready to go the extraordinary mile to ensure the continuity of the

organization. In these circumstances, they are often asked to double their efforts to increase productivity. Therefore, employers need to implement strategies aimed at fulfilling employees' needs in multinational and national companies (Presbitero, Roxas, & Chadee, 2016).

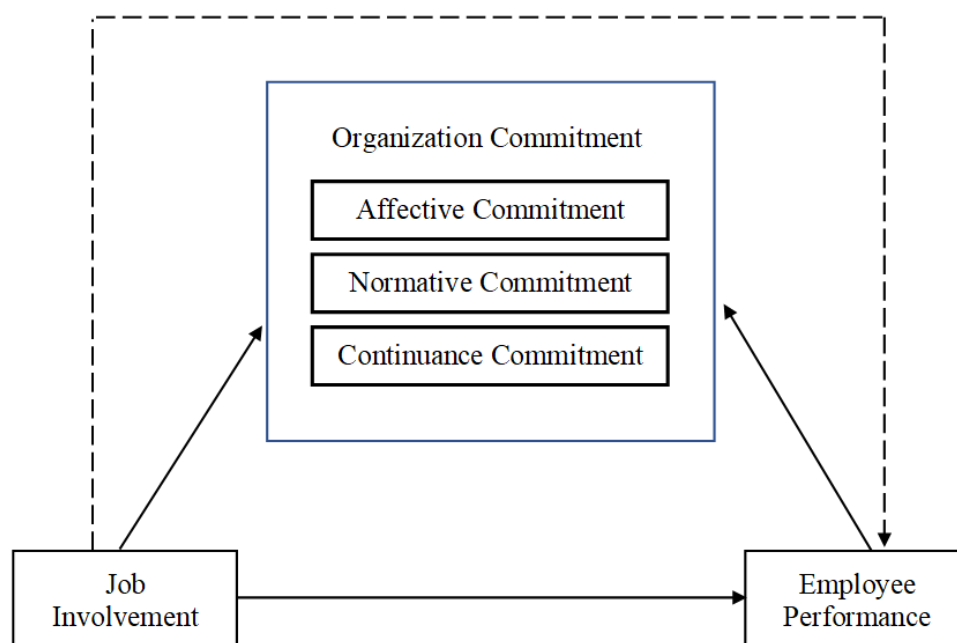
This study topic on the relationship of four variables (job involvement and three

dimensions of organizational commitment) with employee performance. In particular, it will focus on the role of a 3 organizational commitment dimensions and their influence on the association between employee performance (EP) and job involvement (JI). Meyer and Allen (1991) divided “three dimensions of organizational commitment (OC), namely affective (AF), normative (NR), and continuance (CN)”. The most important contribution is to better understand how these domains of energy performance or commitment dimensions mediate the association between EP and JI. Currently, only two of the three variables mentioned have been examined in prior research. For example, a number of studies have shown that employee performance is the result of organizational commitment (Indarti, Solimun, Fernandes, & Hakim, 2017; Huang, Yuan, Shen, & Li, 2020; AlMazrouei & Zacca, 2021).

Furthermore, as of November 28, 2020, few studies on employees had been published in COVID-19-related organizational behavior papers. (Filimonau, Derqui, & Matute, 2020; Sun, Sik, & Hyun, 2021). As a result, the purpose of this study is to demonstrate how

a behavioral perspective is necessary and valuable by providing a thorough understanding of how employees' COVID 19 pandemics can result in positive outcomes. Thus, this study fills a significant gap in organizational behavior research by investigating the role of banking responses in mitigating the perceived health risk of a global health crisis on bank employees.

Meanwhile, the association between OC, JI, and EP had only been explored by a single study. Keller (1997) stated that OC moderates the relationship between JI and EP using longitudinal data. However, Keller's empirical model regarding the association between these three variables was not examined. Therefore, it followed Keller's results, where empirical tests were conducted using cross-sectional data and OC dimensions role as the mediating the relationship between JI and EP. This helps employers understand the use of HR practices in promoting the effect of JI on OC and have implications for EP. Based on the theoretical model (Figure 1), this investigation is aimed at exploring how the dimensions of OC mediate the relationship between JI and EP at a national private bank in Banten Province.



**Figure 1. Theoretical Model**

## Theoretical and Hypotesis

### Job Involvement and Organizational Commitment

Varshney (2019) defined “job involvement (JI) as the job level for one's self-image”, the extent to which a person actively participates in their work (Robbins & Judge, 2018). Also, it can be defined as “the extent to which self-esteem is influenced by the level of perceived performance” (Ferris, Lian, Brown, & Morrison, 2015; Benjamin, Alyssa, Walsh, & Kabat-farr, 2019). Employees with high JI feel that work is important for self-image (Hermawati & Mas, 2016) and it is considered to be an active aspect affecting organizational and individual variables (Lambert, Minor, Wells, & Hogan, 2016). By analyzing how JI is related to many variables, such as turnover, characteristics, absence, and commitment (Welbourne & Sariol, 2017; Lambert, Qureshi, Frank, Klahm, & Smith, 2018; Johari & Yahya, 2016), different interpretations have been acquired. Consequently, a positive relationship between JI and EP have been exhibited by these interpretations (Welbourne & Sariol, 2017; Lambert et al., 2018).

OC, which is the psychological attachment of employees to their companies or places of work, has been significantly studied over the last few decades, leading to the consequent agreement that it is a multidimensional construct (Lambert et al., 2018; Mory, Wirtz, & Göttel, 2016; Ahmad, 2018). Meanwhile, Meyer and Allen (1991) developed a conceptual OC model comprising a 3 dimensions, namely “affective (AF), continuance (CN), and normative (NR)”. AF is “an individual's emotional connection to an establishment or company” (McCormick & Donohue, 2019), while CN refers to “an attachment based on the number of rewarded side bets, such as the loss of status or prestige” (McCormick & Donohue, 2019). Conversely, NR is an obligation felt by an individual carry-on

working (Meyer, Morin, Stanley, & Maltin, 2019).

Several previous studies have discovered a positive effect of OC on JI (Cesário & Chambel, 2017a; Meyer et al., 2019). JI is considered an antecedent of OC (Cesário & Chambel, 2017b), and its association with these dimensions argued by Meyer and Allen (1991) has been investigated. A significant and positive correlation between JI and AF, NR, and CN was also accounted for by Cesário and Chambel, (2017b). Furthermore, a positive effect of JI on AF and NR was recently reported by Dinc and Huric (2017). Consequently, the hypotheses, based on the various literature above, can be expressed as follows:

Hypothesis 1a: Affective commitment (AF) will be positively affected Job involvement (JI).

Hypothesis 1b: Normative commitment (NR) will be positively affected Job involvement (JI).

Hypothesis 1c: Job involvement (JI) will be positively affected continuance commitment (CN).

### Job Involvement and Employee Performance

Previous studies have shown that EP is significantly affected by JI (Hermawati & Mas, 2016; L. C. Huang, Ahlstrom, Lee, Chen, & Hsieh, 2016). In a study consisting of 117 bank employees' respondents in Pakistan (T. Ahmad, Farrukh, & Nazir, 2015), JI was reported as one of the significant predictors for the quality of self-assessment. In Norway, a positive effect on EP was also described by (Mikkelsen & Olsen, 2018). Hence, another hypothesis can be stated as:

Hypothesis 2: Job involvement (JI) will be positively affected employee performance (EP).

## **Organizational Commitment and Employee Performance**

The quantity and quality of work accomplished by one or more individuals after the conclusion of a task can be referred to as EP (Schermerhorn & Achrach, 2017). Currently, competitive organizations need high-performing employees to realize their business goals and attain an advantage over other companies. As a result, (Cascio, 2018) proposed that managers should explain the needed performance to allow their employees to achieve organizational goals by adequately recognizing the expectations. Since employee and organization performances are directly proportional to one another, employers should find ways to improve them.

Various studies have shown a significant association between EP and OC. A Spanish bank, Cegarra-Navarro, Jimenez-Jimenez, Garcia-Perez, and Giudice (2018) study reported that OC is a positive and significant antecedent of EP. Furthermore, Wang, Weng, and Jiang (2020) reported its significant relationship with AF in the meta-analysis that includes a sample of employees. A positive association between EP and OC was also obtained after a comparative analysis of the three dimensions (Hermawati & Mas, 2016)s. Subsequently, OC dimensions were also reported to predict “job satisfaction, employee performance, and intention to quit” (Yousef, 2016; Musabah, Al, Mohamad, & Affairs, 2017). According to (Musabah et al., 2017), AF, NR, and CN in the workplace can affect EP. Therefore, it is possible that OC dimensions are antecedents of EP. Based on literature, the following hypothesis can be formulated:

Hypothesis 3a: Employee performance (EP) will be positively affected by affective commitment (AF).

Hypothesis 3b: Employee performance (EP) will be positively affected by normative commitment (NR).

Hypothesis 3c: Employee performance (EP) will be positively affected by continuance commitment (NR).

## **OC Dimensions as a Mediator of JI on EP Relationship**

The mediating effect of OC among several variables has been explored by many studies. This role was also recently examined between organizational citizenship behavior and the work-life balance of employees of manufacturing industries in India (Pradhan, Jena, & Kumari, 2016). Through the mediating role of AF, the significant and indirect effect of procedural justice on employee performance was described by Sharma and Dhar (2016). This researcher also reported that the association between employee training and service quality is influenced by OC. Therefore, existing studies analyze the functions of these dimensions on the relationship between EP and JI (Nikpour, 2017). Based on literature, the hypothesis can be formulated as follows:

Hypothesis 4a: AC will mediate the relationship between JI and EP.

Hypothesis 4b: NC will mediate the relationship between JI and EP.

Hypothesis 4c: CC will mediate the relationship between JI and EP.

## **Research Method**

The hypothetical relationship was tested via PLS-SEM (partial least-squares-structural equation modeling), as shown in Figure 1. Smart PLS v.3 and IBM SPSS v.25 statistics were also employed to process the study data and analyze the hypotheses (Chin, 2010).

## **Sample**

The target population was Indonesian full-time bank employees; this selection was made for a variety of reasons. First, Indonesia is one of the developing countries that are heavily reliant on the banking industry (Disemadi & Shaleh, 2020).

Second, few studies have specifically examined the impact of the Covid 19 pandemic on developing-country banking (Aditia et al., 2020). Third, the impact of the Covid 19 pandemic on banking sectors in developing countries can be devastating due to under-on banking revenue (Aditia et al., 2020).

528 employees of the national private bank in the Indonesian province of Banten participated and separate questionnaires were developed for leaders and followers. The leader and follower questionnaires were distributed to 132 and 396 leaders and followers respectively. In other words, the three direct followers of each leader received the questionnaire. Those that equipped the leader questionnaire were asked not to equip the follower questionnaire. The number returned was 103 leader and 289 follower questionnaires, representing responses of 78.0 and 72.9%, respectively. After deleting records with unpaired leader-follower pairs, a total of 346 leaders and followers (252 followers and 94 leaders) were again used.

### **Instruments and measurements**

The questionnaire data were gathered online and collected between August and October 2020 via Google Docs by sending an email containing the survey link to a network of colleagues. This email also described the procedures and assured the potential participants of the anonymity and confidentiality of their responses. Three items were utilized in determining JI (Hermawati & Mas, 2016), for example "Most of my personal life goals are work-oriented". "A Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)" was used, and the Cronbach Alpha coefficient was 0.71. OC was quantified using a 5-point Likert scale with items developed by Allen and Meyer (1996), "where 1 = strongly disagree and 5 = strongly agree". A 3 items were also used in assessing AF, for instance, "I would be happy when the rest of my career is developed at this company." In contrast, the

NR dimension was measured using four items, such as "One of the main reasons I continue to work for this organization is that I feel a moral obligation to remain here." Finally, CN was determined via three items, for example, "I feel that I have too few options to consider leaving this organization." The Cronbach Alpha coefficient obtained for these dimensions ranged between 0.72 and 0.85. Then, Fu and Deshpande (2014) proposed to assess EP through three items. Here, the participants were invited to assess their round work performance in the previous year, as well as that of their colleagues. The questions were assessed with "a 5-point Likert scale (5 = very good, 1 = very bad)", with a resulting Cronbach alpha coefficient of 0.76.

### **Data Analysis**

This study uses Smart PLS 3.0 (Chin, 2010; Sarstedt & Cheah, 2019) to test the hypothesis, where a statistical procedure (Ringlets, Wende, & Becker, 2015), partial least-squares (PLS) provides a complete causal analysis of the situation. This structural equation modeling (SEM) has proven adequacy in assessing mediational hypotheses (Dijkstra & Henseler, 2015). Meanwhile, the assumptions about the variables' distribution in this method are undemanding (Carrión, Nitzl, & Roldán, 2017), as it is the only SEM approach that allows the inclusion of formative and reflective measures in similar analytical procedures (Chin, 2010; Dijkstra & Henseler, 2015). This investigation employed a bootstrap ( $n = 500$  subsamples), as recommended by Chin (2010), to generate a standard error and t-statistics with "n - 1 degrees of freedom" (n reflects the number of subsamples) (Ringlets et al., 2015). Meanwhile, the method, as required for mediation analysis with a large sample size ( $n = 340$ ), requires that this study can detect mediating and moderate effects with statistical power greater than 99.5% at a significance level of 0.05 (Carrión et al., 2017; Ommen, Heuβler, Backhaus, Michaelis, & Ahlert, 2010).



## Results and Discussion

### Results

Table 1 shows the frequency analysis results, which reveal that 42.49% of

respondents were between 31 and 40 years old. 56.36% were female, 35.50% were married, 82.95% had undergraduate education, and 50.58% had 6-10 years of experience in total.

**Table 1. Demographic Results**

<b>Variables</b>		<b>Frequency</b>	<b>%</b>
<b>Age</b>	21–30	128	36.99
	31–40	147	42.49
	More than 40	71	20.52
	Total	346	100.00
<b>Gender</b>	Male	195	56.36
	Female	151	43.64
	Total	346	100.00
<b>Marital status</b>	Married	123	35.55
	Single	223	64.45
	Total	346	100.00
<b>Education level</b>	Bachelor degree	287	82.95
	Master degree	59	17.05
	Total	346	100.00
<b>Experience</b>	Less than 5 years	96	27.75
	6–10 years	175	50.58
	More than 10 years	75	21.68
	Total	346	100.00

### PLS-SEM

The PLS technique was used to compute the factor loading of the variables through the analysis of sixteen (16) items, which subsequently produced results above 0.70, as shown in Table 2, and these values enabled the reliability of the individual objects to be assessed (Chin, 2010; Sarstedt & Cheah, 2019). A total of sixteen factors, where the three performance domains became dimensions of OC, JI, and EP were

obtained. Meanwhile, the factor loadings were between 0.71 and 0.92.

Generally, the reflective indicator approach is used to establish a relationship with latent variables, where very high values for the correlation between these variables and individual indicators are obtained, and variable variations lead to differences in the measured items (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Rouf & Akhtaruddin, 2018).

**Table 2. Results of Measurement Model**

Item	Job Involvement	Affective Commitment	Normative Commitment	Continuance Commitment	Employee Performance
<b>JI1</b>	<b>0.81</b>	0.47	0.37	0.14	0.29
<b>JI2</b>	<b>0.76</b>	0.27	0.41	0.10	0.22
<b>JI3</b>	<b>0.75</b>	0.24	0.33	0.16	0.37
<b>AF1</b>	0.39	<b>0.72</b>	0.41	0.20	0.15
<b>AF2</b>	0.41	<b>0.90</b>	0.59	0.19	0.40
<b>AF3</b>	0.25	<b>0.78</b>	0.48	0.28	0.34
<b>NR1</b>	0.50	0.50	<b>0.74</b>	0.32	0.17
<b>NR2</b>	0.34	0.51	<b>0.76</b>	0.37	0.32
<b>NR3</b>	0.46	0.49	<b>0.83</b>	0.26	0.31
<b>NR4</b>	0.31	0.41	<b>0.76</b>	0.19	0.34
<b>CN1</b>	0.18	0.23	0.40	<b>0.92</b>	0.36
<b>CN2</b>	0.14	0.30	0.27	<b>0.82</b>	0.22
<b>CN3</b>	0.14	0.21	0.28	<b>0.88</b>	0.32
<b>EP1</b>	0.39	0.21	0.33	0.02	<b>0.71</b>
<b>EP2</b>	0.29	0.39	0.21	0.54	<b>0.88</b>
<b>EP3</b>	0.25	0.26	0.23	0.01	<b>0.76</b>

*The value of CR and AVE should be greater than 0.6 and 0.5*

The outer model's validity and reliability tests of the outer model are shown in Table 2. Meanwhile, the correlation coefficient, average variance extracted (AVE), statistics, composite reliability, and the square root of average variance extracted (AVE) on the diagonal matrix of each latent variable are displayed in Table 3. These values are used to examine the reliability of the construct validity and internal consistency (Hair et al., 2018). The construct reliability (CR) was determined via composite and Cronbach's alpha should be greater than 0.70, as the composites ranged from 0.82 to 0.91, while Cronbach's alpha was between 0.70 and 0.91 (Nunnally & Bernstein, 1994). Also, CR was measured through convergent methods,

shown by the loading factors, communality, and AVE, and the discriminant technique. The convergent validity was fulfilled, as shown by the factor loadings, which were all revealed to exceed the limit value of 0.70. Also, the AVE values, along with their similarities, were between 0.60 and 0.77, which is greater than the 0.50 threshold value. Conversely, the discriminant validity was implied by the square root of the AVE value, which should surpass the correlation of any inner construction. This analysis showed that the discriminant validity was fulfilled, as the square root of the AVE value on the diagonal of the correlation matrix was greater than the inter-correlation coefficient.

**Table 3. Convergent and Discriminant Validity**

Variables	Job Involvement	Affective Commitment	Normative Commitment	Continuance Commitment	Employee Performance
1 JI	<b>0.80</b>				
2 AF	0.06	<b>0.93</b>			
3 NR	0.50	0.07	<b>0.84</b>		
4 CN	0.44	0.01	0.48	<b>0.78</b>	
5 EP	0.62	0.02	0.57	0.53	<b>0.76</b>
M	3.20	2.88	3.11	3.42	3.01
SD	0.82	0.67	0.79	0.87	0.88
AVE	0.60	0.65	0.60	0.77	0.62
CR	0.82	0.84	0.86	0.91	0.83
Cronbach h Alfa	0.71	0.72	0.78	0.85	0.76

*"Note. The bold numbers in the diagonal row are square roots of AVE".*

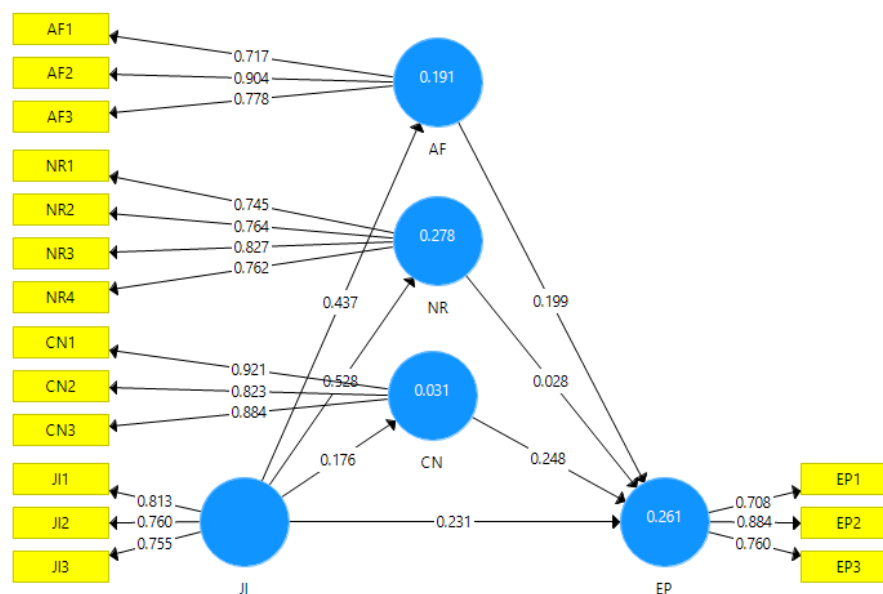
### Model Without Mediating Role

The partial least-squares based structural equation modeling technique (PLS-SEM) was used to test our model and hypothesized relationships. This variance PLS-SEM approach is used to describe the variance of the latent variables by minimizing the error term and maximizing the  $R^2$  value of the endogenous variables (Ringle et al., 2015). Then, the Smart PLS v.3 with bootstrap resampling method was used to evaluate the statistical significance of the relationship (Ringle et al., 2015). A bootstrap with a recommended value of 5,000 samples was used to obtain the t-statistics and standard error for determining

the coefficients (Dijkstra & Henseler, 2015). Table 4 and Figure 2 consequently show the direct association based on the PLS-SEM results. Meanwhile, a positive and significant association with results of  $\beta = 0.44$ ,  $p < 0.05$  and  $\beta = 0.53$ ,  $p < 0.05$  was demonstrated between JI with AF and NR commitments, respectively. Significant positive effects were also observed between EP with JI and AF apiece at  $\beta = 0.23$ ,  $p < 0.01$  and  $\beta = 0.24$ ,  $p < 0.01$ . However, no significant association was observed between JI, alongside CN and NR commitments with EP. Based on these results, the hypotheses 1a, 1b, 2, 3a, and 3c were supported.

**Table 4. Hypotheses Without Mediating Role Results**

Hypotheses	Path	$\beta$	t-statistic	$R^2$	$Q^2$	Result
H1a	JI $\rightarrow$ AF	0.44	3.87	0.37	0.21	Support
H1b	JI $\rightarrow$ NR	0.53	5.67	0.48	0.15	Support
H1c	JI $\rightarrow$ CN	0.18	1.27	0.35	0.20	Not support
H2	JI $\rightarrow$ EP	0.23	2.97			Support
H3a	AF $\rightarrow$ EP	0.20	1.97	0.16	0.35	Support
H3b	NR $\rightarrow$ EP	0.03	0.15			Not support
H3c	CN $\rightarrow$ EP	0.25	2.96			Support



**Figure 2. PLS Results**

According to Ommen et al. (2010), the assessment of explanatory and predictive powers, alongside predictive relevance are critically integral qualities in PLS-SEM analysis. Subsequently, Table 4 shows the described ( $R^2$ ), which indicates the explanatory power of SEM, and the predictive relevance ( $Q^2$ ). Although, varied classifications of described variance exist in theory, Ommen et al. (2010) classified  $R^2$  values for endogenous latent variables as 0.19 (weak), 0.28 (moderate), 0.03 (weak), and 0.26 (moderate). The described variances of AF, NR, CN commitments and EP were 19%, 28%, 3%, and 26%, respectively. Therefore, the variance of EP is moderate.

Geisser (1975) and Stone (1974) stated that “predictive relevance is evaluated using the  $Q^2$  test”, as it shows the competence of the model and its parameters (Ommen et al., 2010) in reconstructing the observed values. Smart PLS v.3 was used to get the  $Q^2$  value by “blindfolding one case”. Then, the model parameters were re-estimated employing the abiding cases. Finally, the value of the omitted cases depending on the remaining parameters was predicted (Ringle et al., 2015). Endogenous variation with a positive value for  $Q^2$  is regarded as possessive of predictive relevance, while a score with a

negative value has none. The values of the endogenous latent variables, which were greater than zero, are shown in Table 5. Therefore, the  $Q^2$  value indicates the predictive relevance of AF, NR, and CN commitments to EP.

### Model with Mediating Role

A mediation analysis was conducted to examine the relationship between job involvement and employee performance through AF, NR, and CN commitments (Table 5). Meanwhile, the recommendation for “the bias-corrected bootstrap” technique employed for the analysis was 5,000 samples in order to achieve a 95% confidence interval of the indirect effect (Hayes, 2018). According to the results, a statistically significant and positive effect of EP and JI influenced by AF at  $\beta = 0.09$ ,  $p < 0.05$  was obtained. Therefore, AF partially mediates the relationship between JI and EP. Also, the effect of JI and EP through NR and CN commitments was not statistically significant. NR and CN commitments are not mediators for variations in JI on EP. Therefore, hypothesis 4a is supported while 4b and 4c are not.

**Table 5. Hypotheses with Mediating Role Results**

Hypothesis	Path	beta	t-statistic	Results
<b>H4a</b>	JI → AF → EP	0.09	1.995	Partial Mediation
<b>H4b</b>	JI → NR → EP	0,04	1.072	No Mediation
<b>H4c</b>	JI → CN → EP	0,02	0,872	No Mediation

“Notes. The number of bootstrap samples for bias-corrected bootstrap confidence intervals is 5000.  $p < 0,05$ ,  $p < 0,01$ .”

## Discussion

Given the importance of bank employee performance (Cegarra-Navarro et al., 2018), this study explores the effect on EP through the dimensions of OC at the National Private Commercial Bank. The results showed that JI has an effect on AF and NR commitment. These two commitment dimensions were also noted to have a significant effect on EP and mediate the relationship between JI and EP. However, no evidence backing CN commitment nor the relationship between JI, as well as NR and AF commitments with EP was discovered. Conversely, a positive association was found between CN commitment and EP. The following paragraphs emphasize the practical and theoretical consequences of this study.

## Theoretical Implications

One of the several theoretical implications is obtaining support for three alternative models of JI and OC proposed by Nazir and Islam (2017). These include; (1) JI is a predictor of OC, (2) OC is a predictor of JI, and (3) OC and JI are independent. However, many empirical studies in the human resource management literature have examined the first model, which is the relationship between JI and OC. The presence of limited literature on this association was reported. This study shows that JI is a determinant of AF and NR commitment. Furthermore, it shows that employees involved are more AF and NR in carrying out their jobs and this is in

accordance with (Welbourne & Sariol, 2017; Lambert et al., 2018)

The effect of OC dimensions on employee performance is another contribution. However, many studies have examined the relationship with turnover (Schermerhorn & Achrach, 2017), AF (Cegarra-Navarro et al., 2018), and NR commitments (Khan & Zia-ud-Din, 2010; Canning et al., 2019). Others were focused on the dimensions of OC and EP among National Private Commercial Bank employees. Hence, this study tries to logically relate various parts of existing literature on private banking employees. Employees' feelings concerning their work are usually expressed as the three OC dimensions and are considered EP predictors (Musabah et al., 2017), and those that are generally engaged with their jobs perform better at higher levels. Therefore, existing literature supports the significant relationship between EP with CN and AF commitments.

The association between EP and JI is significantly influenced by AF commitment. Also, the relationship between EP and JI has also been explored by many human resource management studies (Hermawati & Mas, 2016; Mikkelsen & Olsen, 2018). Although there are gaps in examining the mediating effect of OC dimensions on the relationship between JI and EP, studies show that these dimensions are indeed mediators. The third theory expressed the high performance and the presence of AF, NR, and CN commitments of those employees that participate in daily decision-making to their

banks. The results corresponding to the mediating role are as well appropriate with prior studies (Fu & Deshpande, 2014).

Contrary to previous studies (Khan & Ziaud-Din, 2010; Canning et al., 2019), the results do not show espouse for the effect of AF and NR commitments. Also, unlike the hypothesis, the relationship between EP and AF commitment was determined to be positive. This is because employees feel obliged to continue working at this time since they have no other alternative.

### **Practical Implications**

Among the three dimensions of OC, only affective serves as an intermediary in the relationship between JI and EP. Therefore, leaders of national private commercial banks need to find ways to increase employee JI. According to Meyer and Allen (1991), employees involved in daily decision-making processes prefer to remain in the organization because of a strong AF commitment to stay. Therefore, this commitment needs to be increased and according to Mory et al. (2016), it is achieved by conducting strict and careful recruitment and selection as well as designing initial experiences that promote new members to learn and accept new organizational values. Leaders of National Private Banks need to increase the dimension of AF commitment by conducting strict recruitment, selection and training new employees. According to McCormick and Donohue (2019), organizations can increase AF commitment by promoting their participation, empowerment, educational training, and supporting their growth. Furthermore, the suggested improvements for the leader will make a large contribution to the number of employees that are willing to pursue a career in a Government Bank. A study in Spain (Cegarra-Navarro et al., 2018) shows that the main factors behind employees wanting to work in Government Banks are to obtain additional education and training as well as higher or more realistic wages. Therefore, a significant practical

implication is that employees of National Private Bank who participate in daily decision-making processes can exhibit improved performance. However, this requires an increase in AF commitment to reduce and eliminate the intention to move to another bank.

In developing and banking-dependent countries with a long-term orientation and a relatively high collectivist sense, the COVID-19 control and prevention strategy is quite successful, like Indonesia. In understanding the link between employees perceived health risks associated with COVID-19 pandemics and EP, it is necessary to consider the influence of cultural, economic, and social issues

### **Study Limitations**

The influence of AF commitment on the relationship between JI and EP was proven by this study. However, the most obvious limitations after consideration were the sample size and demographic characteristics. Since 73% of the subjects in this study were clerically inclined, the outcomes cannot be generalized to a more diverse group of employees. Therefore, further research is required to test the model via a sample that will represent more varied groups.

Although SEM provided some information regarding the potential direction of the association, the cross-sectional character of the study still presented another limitation, as this type of design does not allow strong conclusions based on the order of variable causes. Cegarra-Navarro et al. (2018) reported that theoretical arguments suggest that JI is a determinant or is linked with EP. However, the potential direction of this association is yet to be appraised, therefore necessitating the orientation of future research towards a mixed-method of analysis for confirmation.

## Conclusion

Based on the above analysis, JI positively influences EP through the mediation of the three OC dimensions. First, the results show the effect of JI on EP. Therefore, the involved employees appear to be different from others in terms of optimism, self-efficacy, and self-esteem. Second, the mediating role of AF commitment on the relationship between JI and EP was reported. Employees that are highly involved in their work express intensified emotions and identify more with their job functions and organizations. Furthermore, the results prove that the mediating role of AF commitment to the relationship between JI and EP gives positive results. This is consistent with the results, where employees with a high AF commitment to their work are often involved in daily decision-making and higher performance. This study shows that increasing the AF commitment can not only generate benefits for employees but also offer a competitive advantage for the company.

## Notes on Contributors

**Dade Suparna** is a senior lecturer in Magister Management Program, STIE Latansa Mashiro. His research interest are Human Resources Management, Organizational Behavior.

**Juliansyah Noor** is Associate Professor in Magister Management Program, STIE Latansa Mashiro. His research interest are Human Resources Practice, Leadership, Human Resources Strategic.

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