



Affective Commitment as a Mediator in the Relationship Between Motivation and Member Performance

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Abstract. This study aims to analyze, identify, and explain the direct effect of motivation on affective commitment, the direct impact of affective commitment on member performance, the direct influence of motivation on member performance, and the indirect impact of motivation on member performance with affective commitment as a mediating variable. This research was conducted within the Youthpreneur community, with a sample of 125 respondents obtained through a questionnaire. The sampling technique used is the census sampling method, based on the criteria of at least one year of management, and the sample consists of members and administrators of the organization. The analytical method employed is regression analysis, processed through the Statistical Package for the Social Sciences (SPSS) version 22. The results of this study show that motivation has a significant positive effect on affective commitment, affective commitment has a significant positive effect on member performance, motivation does not have a positive and significant effect on member performance, and affective commitment can act as a mediating variable in the relationship between motivation and member performance.

Keywords: Affective Commitment; Mediation; Member Performance; Motivation; Youthpreneur Community.

1. INTRODUCTION

Auromiqo et al. (2019) state that the presence of human resources is crucial in supporting organizational activities in line with the changing times. Every organization shares a common vision and mission, which is the desire for continuous development with each generation and to remain relevant over time. This is also true for one of the student organizations or communities within the Faculty of Economics and Business at Universitas Muhammadiyah Yogyakarta, namely Youthpreneur, which operates in the business sector and seeks to ensure its continuous growth in a positive direction.

A general phenomenon observed within Youthpreneur is the lack of enthusiasm among its administrators and members in carrying out work programs. This is because members tend to work individually and only within their respective divisions when completing tasks. Additionally, the COVID-19 pandemic has made it impossible for Youthpreneur to implement work programs as usual, resulting in a decrease in enthusiasm for carrying out these programs.

This lack of motivation among members has negatively affected their performance, as evidenced by some members being reluctant to complete their tasks, leading to suboptimal performance due to diminished enthusiasm. According to Robbins & Judge (2016), motivation is a process that explains the strength, direction, and persistence of an individual's efforts to achieve a goal. The level of motivation within individuals in an organization or company tends to vary from one person to another. Individuals with high motivation levels tend to be more enthusiastic because, essentially, motivation is an internal drive within individuals or groups

to achieve maximum results from specific objectives. Good motivation will positively impact performance, as motivation ingrained within an individual will foster joy and enthusiasm, leading to better performance for the organization or company. According to Robbins & Judge (2016), motivation is defined as a stimulant of desire and a driving force for a person's willingness to work, as every motivation has a specific goal to be achieved. Continuous motivation is also very important and can increase employees' enthusiasm. Motivation is essentially the process that determines how much effort will be exerted to complete a task. The higher the work motivation of employees or members in an organization, the better their performance will be. Understanding motivation is crucial because performance and other human resource issues are influenced by it.

Conversely, the lower the work motivation of employees or members, the lower the performance produced by the employees or organization members will be. Member performance will improve if they have high motivation or drive to work. Therefore, organizations or companies need to pay attention to the level of motivation among their employees. Organizations need to maintain and even enhance employee or member motivation to improve performance. Supporting research on the effect of motivation on performance comes from Andayani & Tirtayasa (2019) in their study titled 'The Influence of Leadership, Organizational Culture, and Motivation on Employee Performance.' The research results show that simultaneously and partially, the variables of Leadership, Organizational Culture, and Motivation significantly influence employee performance."

According to Allen & Meyer (1990), commitment is related to the emotional bond that members have with their organization, their identification with the organization, and their involvement in the organization's activities. A company or organization will grow rapidly with the support of an individual's affective commitment to the organization. Affective commitment refers to an employee's emotional attachment and involvement in the organization. Therefore, individuals with a high level of affective commitment tend to remain with the company or organization because they share the same vision and mission and are concerned about the development of the company or organization to ensure its growth. High affective commitment towards a company or organization often results in employees feeling responsible for the company's success, which, in turn, drives performance. Based on the aforementioned explanation, supported by previous research conducted by Ideris et al. (2021), this study aims to identify the role of organizational commitment in mediating the impact of motivation on employee performance.

2. THEORITICAL BACKGROUND

Performance is the result of an activity or action (Robbins & Coulter, 2016). Performance is a depiction of the level of achievement in executing a program, activity, or policy to realize the goals, objectives, vision, and mission of an organization, as outlined in the organization's strategic plan. According to Mathis & Jackson (2017), performance is what is done or not done in carrying out a job within an organization. From the above definitions, it becomes clear that it is crucial for organizations to improve the performance of their members to achieve the organization's objectives as expected. According to Mathis et al. (2017), the indicators for measuring performance are as follows: The quantity of work done by an organization member is measured by how long they work in a day and how they respond to their responsibilities, The quality of a member's work is seen from the results produced, which should not disappoint the organization, The ability of members to complete tasks within the target set by the organization, as well as their responsiveness and promptness in solving problems, Attendance can be an indicator of performance, where members who arrive on time or earlier and can balance rest and work can be considered disciplined and good at time management, Work efficiency is measured by how tasks are completed without incurring high costs, quickly, and on time and Work effectiveness is measured by the ability to complete tasks without incurring high costs, quickly, and on time.

Motivation is the driving force that creates a person's enthusiasm for work, encouraging them to collaborate, work effectively, and integrate all their efforts to achieve satisfaction. Due to the importance of motivation, it is essential for an organization or company to foster good motivation to achieve its goals. Robbins & Judge (2016) explain that motivation is the process that describes the strength, direction, and persistence of an individual's efforts to achieve a goal. According to Steers & Braunstein (1976), motivation has three dimensions: the need for achievement, the need for power, and the need for affiliation.

Allen & Meyer (1990) define organizational commitment as a psychological construct that characterizes the relationship between members and their organization, with implications for the individual's decision to remain a member of the organization. Porter et al. (1974) describe organizational commitment as a form of strength in identifying an individual's involvement in an organization. Bodroastuti & Rulijaji (2016) also explain that organizational commitment is what drives a member to strive, make sacrifices, and take responsibility for achieving both personal and organizational goals that have been designed and agreed upon. Allen & Meyer (1990) outline three dimensions of organizational commitment: Affective Commitment: This is related to the emotional connection members have with their

organization, their identification with it, and their involvement in its activities. Continuance Commitment: Members with high continuance commitment remain in the organization due to considerations of the potential losses (financial, positional, or reputational) they would face if they left. Normative Commitment: Members with high normative commitment stay with the organization because they feel it is the right and morally correct thing to do.

The Influence of Motivation on Affective Commitment

When someone collaborates with their colleagues within an organization, providing encouragement to their peers and fostering group morale, a sense of belonging can develop among their colleagues. This includes feeling like a part of the organization, enjoying time spent within it, and becoming emotionally attached to the organization, which are all indicators of affective commitment. Affective commitment arises naturally because emotional bonds to the organization have been established. Therefore, when motivation within a company or organization is high, the affective commitment of employees will also increase. This is consistent with research conducted by , Alfian Tanjung (2019), Ibragimov, Y., & Berishvili, N. B. (2023). And Amanda, N. (2023)., Ajmal, M., et al. (2024) which demonstrated that motivation has a positive and significant effect on organizational commitment. Based on the explanation above, the following hypothesis can be formulated:

H1: Motivation has a positive and significant influence on affective commitment.

The Influence of Affective Commitment on Performance

Organization members with high affective commitment have a desire to remain part of the organization due to a shared vision and mission with the organization. Strong organizational commitment within an individual drives them to work hard to achieve the organization's goals, which in turn leads to improved employee performance in line with the organization's objectives and interests. This is consistent with research conducted by Singosurandono et al. (2018), Zaenudin and Prasetyaninghayu (2018), Sandra et al. (2018), Putri (2018), Utomo et al. (2019), Purnama et al. (2020), Aflah, et al., (2021) and Purnomo, T. P., & Wardhani, N. K. (2023)., Tarigan, E. P., & Ferine, K. F. (2024). all of which state that affective commitment has a positive and significant influence on performance. Based on the above explanation, the following hypothesis can be formulated:

H2: Affective commitment has a positive and significant influence on member performance.

The Influence of Motivation on Performance

When a colleague or supervisor provides motivation to their peers, it creates a drive from one individual to another, which also fosters group morale and has a positive impact on performance. Several factors that influence performance include motivation, the support

received, and their relationship with the organization. Therefore, when teamwork involves encouragement and group morale, it will positively affect and enhance performance. This is in line with previous research, such as studies conducted by , Andayani and Tirtayasa (2019), Purnomo, T. P., & Wardhani, N. K. (2023) , Anggraini, N. (2024). Maira, S. N., & Gopar, I. A. (2024). Ichdan, D. A. (2024).. , which also state that motivation affects employee performance. Based on the above explanation, the following hypothesis can be formulated:

H3: Motivation has a positive and significant influence on performance.

An organization must have a target for each period. Therefore, motivation is one of the key aspects emphasized in every organization. When the motivation of employees or members within an organization increases, their performance also improves. Moreover, high motivation fosters a sense of confidence and appreciation, which in turn enhances each member's commitment. Once affective commitment emerges, the organization's performance will rise. The impact of affective commitment within the members of the organization is highly positive, as it develops emotional attachment to the organization. This emotional bond leads to a desire to contribute more effort and responsibility, ultimately improving organizational performance in line with the level of motivation and affective commitment. In the study by Ulya and Shikhatul (2019) titled "Improving Human Resource Performance through Teamwork and Intrinsic Motivation with Affective Commitment as Mediation," the results show that teamwork and motivation have a positive and significant effect on affective commitment. Teamwork, motivation, and affective commitment also have a positive and significant effect on human resource performance. Based on the explanation above, the hypothesis can be formulated as follows:

H4: Motivation has a significant effect on performance with affective commitment as a mediator.

From the four hypotheses that have been developed and explained above, the proposed research model is as follows:

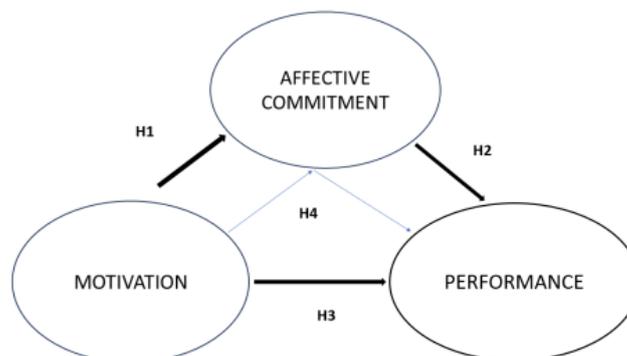


Figure 1. Research Model.

3. METHODS

In this study, the object of research is the Youthpreneur community of FEB UMY, and the subjects are the members of the Youthpreneur community. The researcher distributed questionnaires to 160 structural members of the Youthpreneur community for the 2018-2020 period at the Faculty of Economics and Business, Universitas Muhammadiyah Yogyakarta. This was done because the researcher used a non-probability sampling technique in this study. Data collection was conducted through the distribution of questionnaires to respondents online, targeting all members.

The performance variable was adopted from Mathis et al. (2017) with 13 items, the work motivation variable was based on Steers and Braunstein (1976) with 5 items, and the affective commitment variable was based on Allen & Meyer (1990) with 8 items. Path Analysis, Simple Linear Regression, Multiple Linear Regression Path Analysis, and the Sobel Test were employed as data analysis techniques to test the research hypotheses.

4. RESULT AND DISCUSSION

The distribution was carried out by disseminating questionnaires to 160 respondents, members of the Youthpreneur community. In addition, the total number of collected responses amounted to 125, all of which were obtained using a 100% method through Google Forms. In this study, 160 questionnaires were distributed to respondents, with 125 questionnaires collected, resulting in a 78% response rate. This is because the researcher could only request responses through personal chat, and some respondents did not complete the questionnaire. Therefore, 125 questionnaires were deemed valid for analysis. The classification of respondents based on gender, age, organizational status, and length of membership is as follows: the respondents were predominantly female (61.6%), with 80% of Youthpreneur members aged between 21-25 years, and 81% having less than three years of service in the organization.

Before presenting the hypothesis testing, the results of the instrument tests validity and reliability tests will be explained. The validity test is conducted to measure whether the questionnaire used in this study is valid in obtaining data from respondents. In this research, the validity test was performed using a bivariate correlation test, correlating each item score from the questionnaire indicators with the total score. A sample size of 125 respondents was tested. A questionnaire is considered valid if the questions can reveal what is intended to be measured. If the calculated R-value (R-value) > the table R-value (R_{tabel}), the question is deemed valid. Conversely, if the calculated R-value (R-value) < the table R-value (R_{tabel}), the

question is deemed invalid. The results of the validity test showed that all the items from the three variables are valid.

The reliability test is a measurement that indicates the extent to which results from measuring the same object will yield the same data. An instrument is considered reliable if the Cronbach's Alpha value is ≥ 0.6 , based on the guideline that a measurement can be considered reliable (Sekaran, 2000 in Rahmawati et al., 2015). The reliability test in this study was conducted using SPSS software. The results of the reliability test can be seen in Table 1, where all variables have high reliability, with values above 0.6. This means that all variables are declared reliable and suitable for use in the research."

Table 1. Reliability Test.

Variable	Alpha Cronbach's	Result
Employee Performance	0,891	Reliable
Motivation	0,800	Reliable
Effective Commitment	0,874	Reliable

The descriptive statistics of the variables aim to describe each research variable, presented using descriptive statistics. This can be observed from the primary data collected, and then the information is described in the form of maximum, minimum, mean values, and standard deviation. Below are the maximum and minimum values of the Motivation, Affective Commitment, and Member Performance variables. The independent variable, Motivation, has a total mean of 3.834, indicating that the motivation of Youthpreneur members falls into the Very High category. The intervening variable has a total mean of 4.241, indicating that the affective commitment within the community tends to be high. The dependent variable, Employee Performance, has a total mean of 4.05, indicating that the performance of employees in the Youthpreneur community falls into the High category.

The process of hypothesis testing in this research will be presented. The first step involves conducting a simple regression test by examining the effect of the Motivation variable on Affective Commitment (H1). In this simple regression test, partial (T-test), simultaneous (F-test), and Determination Coefficient (R^2) tests will be conducted. The test results are as follows:

Table 2. T test Result (Simple Regression).

Variable	Beta	t-calculated	Sig.	Result
Motivation	0,312	3.646	0.000	Significant

Based on the results of the simple linear regression test in the coefficients table, it is evident that the significance value for the Motivation variable is 0.000, which is smaller than 0.05, and the t-calculated value for the Motivation variable is 3.646. These results lead to the

conclusion that in the simple linear regression, Motivation has a significant effect on Affective Commitment, meaning Hypothesis 1 is accepted. The F-calculated value for the Motivation variable is 7.302, with a significance value of 0.001, which is smaller than 0.05. The requirement for the F-test is that the significance value must be less than 0.05. Therefore, it can be concluded that Motivation is able to simultaneously predict changes in the Affective Commitment of organizational members.

The second step involves conducting a multiple regression test by examining the effect of Affective Commitment on Performance (H2) and Motivation on Member Performance (H3). When using multiple linear regression, it is necessary to meet the classical assumption test prerequisites, which include the normality test, heteroscedasticity test, and multicollinearity test. The results of these assumption tests are as follows: the Normality Test is used to assess whether, in the research model, the data are normally distributed after regression. The normality test can be evaluated using the Kolmogorov-Smirnov test. The Kolmogorov value of 0.200 indicates that the data are normally distributed because the resulting residual value is greater than 0.05 (Ghozali, 2018).

The Multicollinearity Test is used to assess whether there is any correlation between independent variables in the regression model. To detect multicollinearity, the tolerance value and the variance inflation factor (VIF) are examined. Commonly, multicollinearity is indicated when the tolerance value is less than 0.10 or when the VIF is greater than 10 (Ghozali, 2018). The VIF values for equations 1 to 3 show that the variables motivation, affective commitment, and performance have VIF values less than 0.10, indicating that none of the independent or dependent variables have a VIF greater than 10. Therefore, it can be concluded that there is no multicollinearity between independent variables in the regression model. The Heteroscedasticity Test aims to determine whether there is an unequal variance of residuals from one observation to another in the regression model. In this study, one method used to detect heteroscedasticity is the Glejser Test (Ghozali, 2018).

The results of the multiple linear regression test between Affective Commitment and performance, and Motivation and Performance, are as follows:

Table 3. T test Result (Multiple Regression).

Variable	Beta	t-calculated	Sig.	Result
Affective Commitment	0.539	6.905	0.000	Significant
Motivation	0,88	1.131	0.000	Not Significant

Based on the results of the multiple regression test in the coefficients table, the t-calculated value for Affective Commitment is 6.905, and the probability value (p), as shown in the significance column, is 0.000, which means the value of $(p) \leq 0.05$. Based on these results, it was found that Affective Commitment has a positive and significant impact on employee Performance, as the significance value does not exceed the predetermined threshold. This leads to the conclusion that Affective Commitment has a positive and significant effect on Performance. Therefore, Hypothesis 2 is accepted.

The t-calculated value for Motivation is 5.112, and the probability value (p), as shown in the significance column, is 0.260, which means the value of $(p) > 0.05$. Based on the test results, it was found that Motivation does not have a positive and significant impact on Performance, as the significance value exceeds the predetermined threshold. This leads to the conclusion that Motivation does not have a positive and significant effect on Performance. Therefore, Hypothesis 3 is rejected.

The Adjusted R Square value is 0.107, which means that the independent variables Motivation and Affective Commitment are able to predict changes in Affective Commitment simultaneously. The test of the Coefficient of Determination (R^2) for the simultaneous influence of Motivation and Performance on Affective Commitment is indicated by the Adjusted R Square value. Based on the multiple linear regression calculation, with a sample size of 160 respondents, the Adjusted R Square value was found to be 0.317. This means that the independent variables, Motivation (X1) and Affective Commitment (X2), explain 31.7% of the variation in the dependent variable, which is Performance (Y), while the remaining percentage is explained by other variables not included in this study.

The regression output shows that the regression coefficient of the variable Motivation on Affective Commitment is 0.312, while the effect of Affective Commitment on Performance is 0.539, and the effect of Motivation on Performance is 0.088. Thus, the following path diagram is obtained:

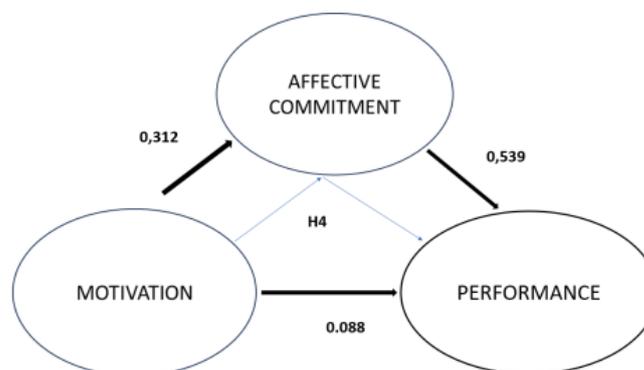


Figure 2. Path Analysis.

From Figure 2, calculations show that the indirect effect is 0.1681 and the direct effect is 0.088. In the path analysis, mediation is present since the indirect effect is greater than the direct effect. Therefore, Affective Commitment acts as a mediator between Motivation and Performance, confirming that Hypothesis 4 is accepted.

The next test involves examining the effect of the intervening/mediating variable in Hypothesis 4 with Sobel Test. This step is carried out to confirm the mediation effect.

Given:

P: Path SP: Standard error

$$Sp_{2p3} = \sqrt{p_{32}Sp_{22} + p_{22}Sp_{32} + Sp_{22}Sp_{32}}$$

$$Sp_{2p3} = \sqrt{(0.812)^2(0.127)^2 + (0.197)^2(0.118)^2 + (0.127)^2(0.118)^2}$$

$$Sp_{2p3} = \sqrt{0.659(0.016) + 0.038(0.013) + 0.016(0.013)}$$

$$Sp_{2p3} = 0.014$$

Based on the result from the Sp_{2p3} formula, the t-statistic for the mediation effect can be calculated using the following formula:

$$t = p_{2p3} / Sp_{2p3}$$

$$t = 0.050 / 0.019 = 2.631$$

Since the calculated t-value of 2.631 is greater than the t-table value of 1.965, with a significance level of 0.05, it can be concluded that Hypothesis 4 is accepted, indicating that Affective Commitment mediates the relationship between Motivation and Performance.

The research results indicating that motivation influences the affective commitment of members in the Youthpreneur community align with the dynamics within this organization. When members of Youthpreneur receive motivation related to business and organizational matters from the leader or alumni who have already ventured into the business and organizational world, their enthusiasm and affection for Youthpreneur increase. Consequently, members become motivated and feel aligned with the organization's goals, aiming for future growth and success, inspired by the accomplishments of successful Youthpreneur alumni. This finding is consistent with the study by Agustina et al. (2021), which shows that motivation influences affective commitment.

The research further demonstrates that the relationship between affective commitment and performance in Youthpreneur shows that high commitment leads to optimal performance outcomes. The commitment within Youthpreneur manifests as a love for the organization and a sense of shared purpose with Youthpreneur's vision and mission. Once members feel aligned with the goal of enhancing their business and organizational skills, facilitated by Youthpreneur, they become more enthusiastic and dedicated to executing the programs within Youthpreneur.

This result is supported by the research of Marsiska Arista Putri (2017), which shows that affective commitment has a positive and significant influence on performance.

5. CONCLUSION

Based on the research conducted on the Youthpreneur community regarding the effect of motivation on member performance, mediated by affective commitment, the conclusions are as follows:

The results of this study show that Motivation has a positive and significant effect on Affective Commitment in the Youthpreneur community, Affective Commitment has a positive and significant effect on Performance in the Youthpreneur community, Motivation (X) does not have a positive and significant effect on Member Performance (Y) in the Youthpreneur community, and Affective Commitment mediates the relationship between Motivation and Performance in the Youthpreneur community.

The limitations of this study include the researcher's limited ability to translate the questionnaire. Some of the questions in the questionnaire distributed to respondents via Google Forms were presented in language that was not well understood, leading to less careful responses. Some respondents provided random answers, and the high academic workload of the community members contributed to a lower response rate.

In future research, it is recommended that the explanation of the questionnaire, especially those adapted from another language, be presented in sentences and language that are easy for respondents to understand. This ensures that the questions are clearly comprehended and do not lead to varying interpretations. Additionally, the distribution of questionnaires should not be limited to Google Forms but should also include in-person, oral questionnaires as part of the data collection technique. This aims to obtain more data and increase accuracy. Leaders or administrators should provide better support and establish a good rapport with members, offering encouragement to foster closer relationships among members and with the organizational structure. This will help members feel comfortable and aligned with the organization's vision and mission, leading to a stronger sense of affection and care for the organization, which in turn will enhance member performance.

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