

# The Influence of Affective, Cognitive and Normative Commitment on Police Performance

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## Abstract

The purpose of this research is to examine and analyze the effect of affective commitment on police performance, cognitive commitment on police performance and normative commitment on police performance. This type of research is quantitative research using a survey method or approach. simple random sampling. Data analysis using the Structural Equation Modeling (SEM) method with SmartPLS 3.0 software tools will be used in the model and hypothesis testing. Data were obtained by distributing online questionnaires designed with a Likert scale of 1 to 5. The stages of data analysis in this study were testing the validity, reliability and testing the hypothesis. The findings of this study are that affective commitment has a positive and significant effect on police performance, commitment cognitive has a positive and significant effect on police performance and normative commitment has a positive and significant effect on police performance.

**Keywords:** Affective commitment, Cognitive, Normative, Performance, Police; Structural equation modeling

## Introduction

Human resources (HR) have a major role in every company activity, for that it must be prepared optimally. The HR capabilities that are already owned by the company must be continuously improved through training, competency and discipline so that the company has a commitment to continue to improve its performance and be able to create quality. Cak et al. (2015) employee performance is what influences how much they contribute to the organization including the quantity of output, output quality, output period, workplace attendance and cooperative attitude. According to Barron et al. (2016) states that discipline and commitment have an effect significant effect on employee performance. Organizational commitment is the degree to which an employee believes in and accepts organizational goals, and wishes to stay with the organization. Various research studies show that people who are relatively satisfied with their jobs will be slightly more committed to the organization. According to Cesário et al. (2017) is divided into three components, namely affective, continuous and normative commitment.

Human resources are an important factor in an organization. and every organization will also always improve the quality of its resources so that its performance is satisfactory. This quality improvement is also one of the efforts to make employees more motivated and have clearer goals to be achieved. According to Cak et al. (2015) organizations do not only expect capable and skilled human resources, but more importantly, the organization expects its members to work diligently and desire to achieve optimal work results. This is because the success of an organization will be determined by the human factor or members in achieving its goals. Improving the quality of human resources is one factor that is absolutely necessary for an organization to face in the current era of globalization. Likewise for the police, programs to improve human resources are implemented to improve the quality of the police.

The Police of the Republic of Indonesia have Polri principles, namely: (1) Maintaining security and public order, (2) Upholding the law, (3) Providing protection, protection and service to the community. The basic guidelines described above show that Polri is tasked with improving the quality of life of the community. Good service to the community will improve the quality of people's lives. The idealism of institutionalized Polri services has begun to conform with field operations. Public services throughout Indonesia and all government institutions, show that the Police is a state institution that is badly perceived in terms of public services by the public. The substance of public complaints against the police is protracted delays, abuse of authority, deviations from procedures, non-providing services, and requests for money and services. From the reality previously mentioned, it shows that the police as an institution have not been able to show performance optimally in carrying out its duties and functions as stated in the law. Polri has made many changes to improve performance, which has already received negative stigma from various parties, including from the community as police stakeholders. The difficulty of improving police performance as expected by various parties is certainly an interesting problem to study. Understanding of this problem will be richer if studies are carried out from various perspectives. One is from the psychological point of view of the members the police themselves. According to [Gaudet et al. \(2017\)](#) to improve good performance, many factors including organizational commitment are one of the factors that affect employee performance. Organizational commitment is an important concern in many studies because it has a significant impact on work behavior such as performance, job satisfaction, employee absenteeism and employee turnover. Commitment in the organization will make workers give the best to the organization where he works.

According to [Darma et al. \(2020\)](#) employee commitment to their organization is the basis of a process for creating optimal performance. Today's organizations are no longer only looking for members of the organization who have above average abilities, but they are also looking for employees who are able to invest themselves to be fully involved in work, are proactive, and have a high commitment to performance quality standards. According to [Fernandez et al. \(2016\)](#) organizational commitment correlates with various organizational behaviors and employee performance such as attendance, tardiness, slowness at work, employee turnover, and poor work productivity. That no organization can produce maximum performance unless its employees are committed to organizational goals.

Organizational commitment is an ability and willingness to align personal behavior with the needs, priorities and goals of the organization. A person's commitment to an organization or company is something that is very important, because not all company employees can understand the meaning of commitment to their organization. According to [Ennis et al. \(2018\)](#); [Esther et al. \(2019\)](#) revealed that employee performance is influenced by organizational commitment. Employees who have high involvement in work have no desire to leave the company and in this case it is the basic capital to encourage high productivity. Affective commitment is a strength that employees have to work in an organization, because they are willing and have the desire to do the work. The affective commitment possessed by an employee will reflect individual strengths which will lead to a tendency to continue working in the organization or company, because the employee feels in line with the company's goals and feels happy working in the company. According to [Fisher et al. \(2020\)](#); [Gaudet et al. \(2017\)](#) said that affective commitment has a positive effect on the performance of hospital employees. According to [Fernandez et al. \(2016\)](#) also said that organizational commitment (affective, normative, and continuous) has a significant positive effect on employee performance. Individuals with high continuance commitment will stay in the organization more than those with low levels. The purpose

of this study was to examine and analyze the effect of affective commitment on police performance, continuance commitment on police performance and normative commitment on police performance.

## Literature Review

### Organizational Commitment

According to [Gaudet et al. \(2017\)](#) commitment is the ability and willingness to align personal behavior with organizational needs, priorities and goals. This includes ways of developing goals or meet the needs of the organization which essentially prioritizes the mission of the organization rather than personal interests. Employee commitment to the organization is one of the attitudes that reflects the feelings of like or dislike of an employee towards the organization where he works. According to [Van Gelderen et al. \(2016\)](#) commitment is the individual's strong acceptance of the goals and values of the organization, and the individual strives and works and has a strong desire to remain in the organization. Organizational commitment in general can be interpreted as an employee's attachment to the organization where the employee works. Commitment is needed by the organization in order to source competent human resources in the organization can be maintained and maintained properly. According to [Fisher et al. \(2020\)](#) Organizational commitment is defined as a measure of employee strength related to organizational goals and values. According to [Pasumarti et al. \(2022\)](#) found the effect of organizational commitment on job satisfaction. Commitment is seen as a value orientation towards the organization which shows that individuals really think about and prioritize their work and organization. Individuals will try to give all the effort they have in order to help the organization achieve its goals. According to [Tekingündüz et al. \(2017\)](#) organizational commitment and involvement in the organization are characterized by three psychological factors: a. A strong desire to remain a member of the organization b. The desire to do everything in their power for the sake of the organization c. Firm belief in and acceptance of organizational values and goals. These approaches are based on different assumptions According to [Van Gelderen et al. \(2016\)](#) there are four approaches to organizational commitment. 1. Organizational Commitment Approach Based on Attitude Organizational commitment according to [Gaudet et al. \(2017\)](#) this approach leads to the problem of involvement and loyalty.

### Affective Commitment

According to [Mercurio et al. \(2015\)](#) affective commitment refers to the emotions attached to employees to identify and involve themselves with the organization. Employees with strong affective commitment tend to be continuously loyal to the organization because that is what they really want in their hearts. According to [Moshoeu et al. \(2015\)](#) affective commitment relates to the emotional connection of members to their organization, identification with the organization, and involvement members with activities in the organization. Members with high affective commitment will continue to be members of the organization because they really have the desire to do so. Affective commitment can arise in an employee due to individual characteristics, organizational structure characteristics, task significance, various skills, feedback from leaders, and involvement in management. Age and length of service in the organization are very positively related to affective commitment. Employees who have affective commitment will tend to stay in an organization because they fully trust the mission carried out by the organization. Thus the form of affective commitment is the strength of the employee's desire to work for the organization because they agree with the goals and values of the organization. Affective commitment is related to employees' emotional, identification and involvement in the organization. Members of the organization will remain members of the organization because they have desire for it. According to [Hoeve et al. \(2018\)](#); [Khan et al. \(2015\)](#); [Lee et al. \(2017\)](#) affective commitment is related to emotional, employee identification and involvement in

something organizational. Employees with high affective still join the organization because of the desire to remain members. Individual affective commitment to the organization is influenced by four categories, namely: 1) Personal Characteristics, Gender, age, tenure in the organization, marital status, level of education and individual perceptions of competence 2) Job Characteristics 3) Work Experience 4) Structural Characteristics of Affective Commitment Indicators According to [Hoeve et al. \(2018\)](#); [Khan et al. \(2015\)](#); [Moshoeu et al. \(2015\)](#), namely: 1) a strong sense of belonging to the organization 2) Has a deep personal meaning 3) Emotionally attached to the organization.

### **Cognitive Commitment**

According to [Hoeve et al. \(2018\)](#); [Khan et al. \(2015\)](#) cognitive means knowing. In a broader sense, cognition is a process of acquiring, structuring, and using knowledge. Regarding the purpose of this cognition, according to [Mercurio et al. \(2015\)](#); [Moshoeu et al. \(2015\)](#) explains that: Cognition is a mental activity in acquiring, processing, organizing and using knowledge, while the most important processes in cognition include detecting, interpreting, classifying and remembering information, evaluating ideas, filtering principles and drawing conclusions from all kinds of experiences gained in his life. According to [Lee et al. \(2017\)](#) Cognitive commitment indicators are as follows: Knowledge, Understanding and Application.

### **Normative Commitment**

Feelings of obligation to remain in the organization because of the necessity to remain in the organization. Employees who have high normative commitment will stay in the organization because they feel they should do so. According to [Liu et al. \(2020\)](#); [Mercurio et al. \(2015\)](#) normative commitment shows the moral responsibility of employees to remain in the organization. The cause of this commitment is social demand which is the result of a person's experience in interacting with others or the emergence of permanent obedience to a role model or the owner of the organization due to remuneration, social respect, culture or religion. According to [Liu et al. \(2020\)](#); [Moshoeu et al. \(2015\)](#) Indicators of affective commitment according to [Mercurio et al. \(2015\)](#), namely: 1) Support actively: by acting to support the mission of fulfilling the needs/mission of the organization and adapting to the mission of the organization 2) Making personal sacrifices: by placing organizational interests above personal interests, sacrifice in terms of personal choices, and supporting decisions that benefit the organization even though the decision is not liked 3) Exemplifying loyalty: by helping others, respecting and accepting things that are considered important by superiors, being proud to be part of the organization, and caring about the image of the organization

### **Performance**

[Liu et al. \(2020\)](#) defines performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. [Moshoeu et al. \(2015\)](#) states that performance is the result of work produced by employees or real behavior that is displayed according to their role in the organization. Meanwhile, according to [Mercurio et al. \(2015\)](#) performance or work performance is a result of work achieved by someone in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. In general, all activities or activities that expend energy can be said to be work. While the activities/activities carried out by an employee with a specific purpose, are measured with certainty and consider the input issued to obtain the output called employee performance (productivity). For private organizations, performance refers to private comparisons, namely profit. Whereas for government organizations the measure used is a satisfactory level of service to the community, considering that service is the goal of this organization. However, this does not mean that government organizations do not recognize the principle of

efficiency in the utilization of resources used to produce output. In fact, in general, government organizations face much more complex limitations than private organizations. So that the performance of an employee will be achieved if the utilization of resources can be efficient and effective. According to Moshoeu et al. (2015) argues that work is the overall implementation of physical and spiritual activities carried out by humans to achieve a noble or contain a specific purpose, especially related to their survival. So work is an activity carried out by a person or group of people to achieve their life needs. According to Liu et al. (2020);Mercurio et al. (2015) defines employee work as an attitude of respect, respect and obedience to applicable regulations both written and unwritten and does not avoid receiving sanctions if he violates the duties and authority given to him.

### Method

This type of research is quantitative research with a survey method or approach, the respondents of this study were 302 police officers who were determined by the simple random sampling method. Data analysis using the Structural Equation Modeling (SEM) method with SmartPLS 3.0 software tools will be used in the model and hypothesis testing. Data were obtained by distributing online questionnaires designed with a Likert scale of 1 to 5. The stages of data analysis in this study were validity, reliability and hypothesis testing.

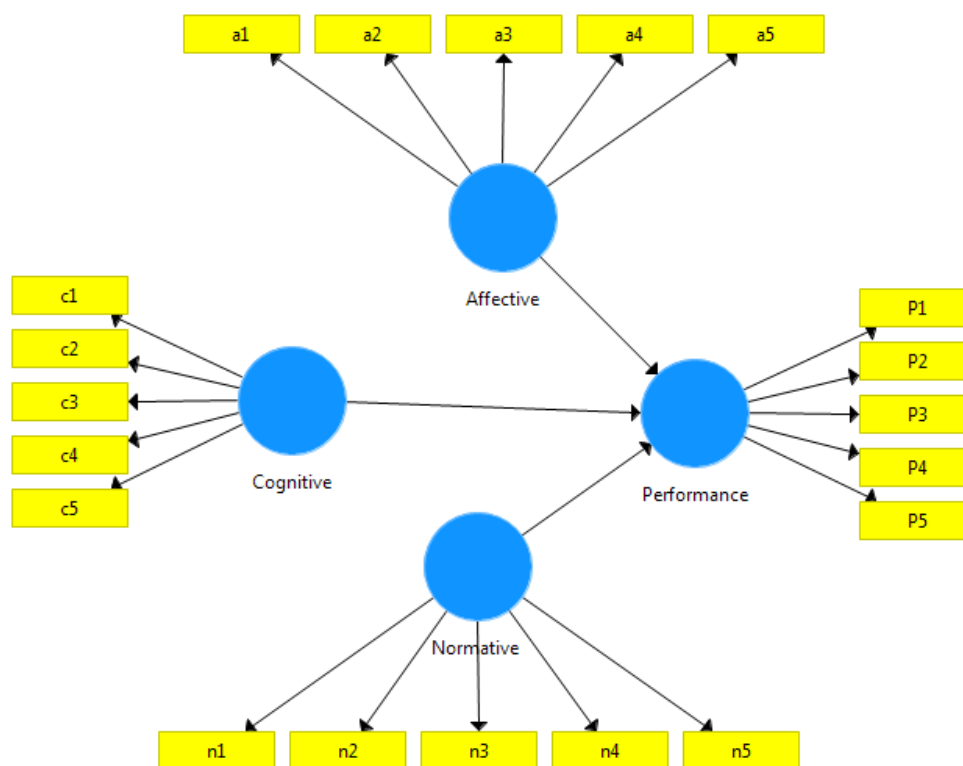


Fig 1. Research Model

The research hypothesis is:

*H1: Affective commitment has a positive and significant impact on police performance*

*H2: Cognitive commitment has a positive and significant impact on police performance*

*H3: Normative commitment has a positive and significant impact on police performance*

## Result and Discussion

### PLS SEM analysis

The analysis used in this study is structural equation modeling–partial least squares (SEM-PLS), which is an alternative SEM method used for models that have large complexity, mixed indicators, which are reflexive and formative and have the objective of model prediction( Purwanto et al, 2021)..

### Convergent Validity

Convergent validity is met if the scores obtained with two different instruments that measure the same concept show a high correlation. According fig. 2 all of indicator has convergent validity, outer loading factor above 0.70. but the loading factor value of 0.50-0.60 can still be tolerated with a t-statistic value above 1.96 or a p-value <0.05 ( Purwanto et al, 2020).

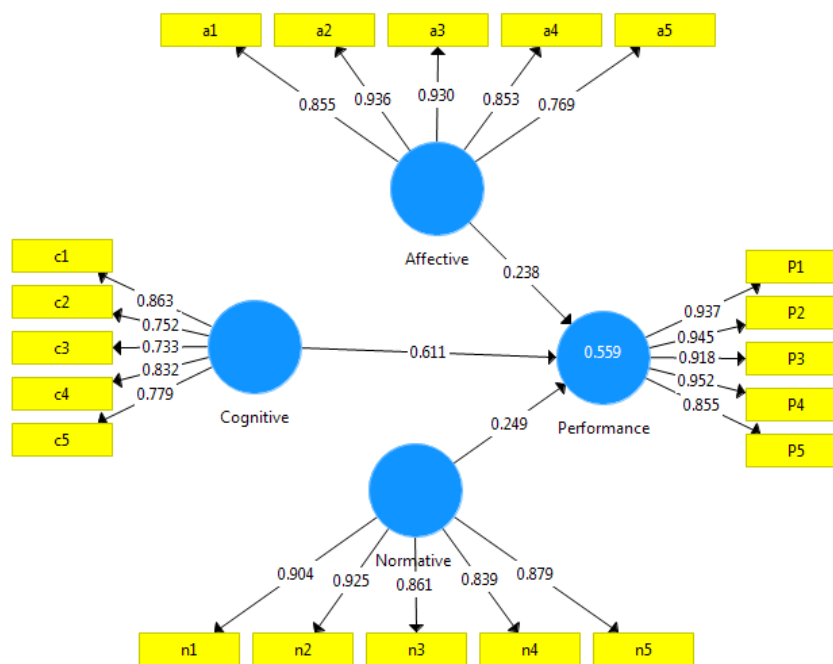


Fig 2. Convergent validity

### Discriminant Validity

Discriminant validity is intended to test that a construct correctly measures only the construct to be measured, not other constructs. Discriminant validity testing methods can use a cross-loading approach between indicators and their constructs and use the roots of average variance extracted (AVE) ( Purwanto et al, 2020). Discriminant validity of the measurement model is assessed based on cross loading measurements with the construct. If the construct's correlation with the principal measurement of each indicator is greater than the other constructs, then the latent construct is able to predict indicators better than the other constructs. This means that the indicators used for the latent construct are said to be valid.

Table 1. Discriminant Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Affective commitment	0.887	0.834	0.823	0.612
Cognitive commitment	0.865	0.894	0.812	0.634
Normative commitment	0.832	0.813	0.812	0.616
Police performance	0.890	0.811	0.812	0.665

Based on table 1, it is known that the AVE value is above 0.5 and the Composite Reliability value is above 0.7, so that all variables meet the reliability requirements. The test results show that the AVE value in all constructs is greater than 0.50 so that it is sufficient in terms of convergent validity (Purwanto et al, 2021).. Furthermore, based on the square root of average variance extracted (AVE root) all the variables designed in this study are greater than the correlations between latent variables so that it can be concluded that all indicators have good convergent validity.

**Reliability**

Composite reliability and Cronbach alpha are used to test the value of reliability or reliability between the indicators of the constructs that make them up. Composite reliability and Cronbach alpha values are said to be good, if the value is above 0.70 it is recommended, but a factor value of 0.50-0.60 can still be tolerated. In other words, good composite reliability and Cronbach alpha values indicate that discriminant validity has been achieved.

**PLS Bootstrapping Structural Model**

The next test is to look at the significance of the effect between independent constructs on the dependent and answer what has been hypothesized. The results of the PLS Bootstrapping Model are presented in the image below.

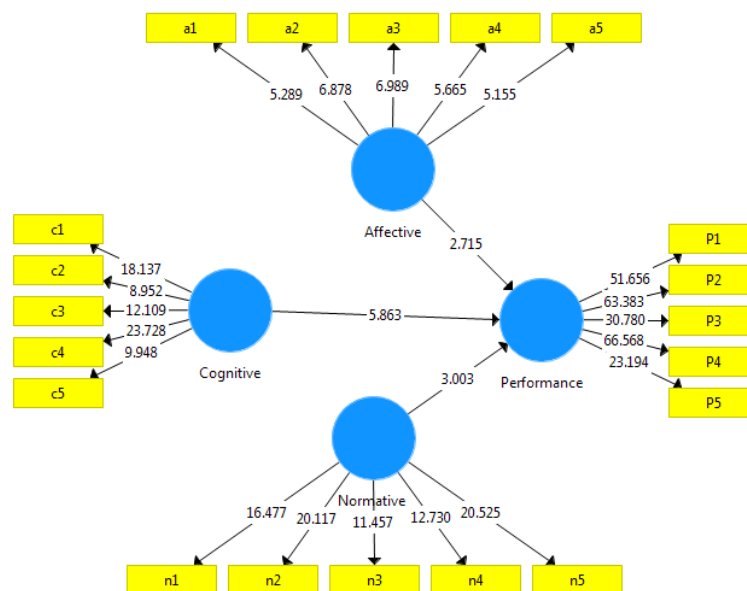


Fig 3. Path diagram of the PLS Bootstrapping Structural Model

Testing with a significance level of 5% if the t-statistic value is  $> 1.98$  then the null hypothesis ( $H_0$ ) is accepted and vice versa. The t-statistical value of the effect coefficient of the latent construct was obtained from PLS Bootstrapping.

**Table 2. Hypothesis Test**

Hypothesis	T Statistics	P Values	Conclusion
Affective -> police performance	2.715	0.000	Supported
Cognitive -> police performance	5.863	0.000	Supported
Normative -> police performance	3.003	0.000	Supported

The results of this study indicate that organizational commitment influences police performance. Organizational commitment is an attitude that reflects the extent to which an individual know and be attached to the organization. Employees who feel more committed to their organization have habits that can be relied on, plan to stay longer in the organization, and put more effort into work. Because commitment basically emphasizes how the relationship between employees and work units creates attitudes which can be seen as a sense of attachment to philosophy and work units to achieve certain goals.

#### **Effect of Affective Commitment on Performance.**

Based on the results of data analysis using multiple linear regression analysis techniques, the affective commitment variable has a regression coefficient of 0.238, a tcount of 2,715 with a significance probability of 0.000. From these results it can be seen that affective commitment has an influence on performance. So it can be concluded that affective commitment has no effect on performance. This is because if there are problems that occur within the organization, the police are always involved in these problems so that the performance achieved goes according to the target, due to the involvement of members of the police. Therefore, police agencies must more frequently involve members of the police in activities, both inside and outside the office so that the police feel that the office is the best office for their place of work. Individuals with high affective commitment will stay in the organization, not for emotional reasons, but because of awareness within the individual This will be a big loss if you leave the organization. In this regard, the individual cannot be expected to have a strong desire to contribute to the organization. If the individual remains in the organization, then at a later stage the individual may feel hopeless and frustrated. The results of this study are in line with research conducted by [Darma et al. \(2020\)](#); [Ennis et al. \(2018\)](#); [Esther et al. \(2019\)](#); [Fischer et al. \(2020\)](#) that employee affective commitment has a positive effect on employee performance. So the higher employee affective commitment then employee performance will be higher.

The results of this study prove that affective commitment can have a positive effect on employee performance. The better affective commitment will improve employee performance. Organizational commitment is an ability and willingness to align personal behavior with the needs, priorities and goals of the organization. A person's commitment to an organization or company is something that is very important, because not all company employees can understand the meaning of commitment to their organization. According to [Fernandez et al. \(2016\)](#); [Gaudet et al. \(2017\)](#) revealed that employee performance is influenced by organizational commitment. Employees who have high involvement in



work have no desire to leave the company and in this case it is the basic capital to encourage high productivity. According to Darma et al. (2020); Ennis et al. (2018) An employee's affective commitment will provide desire, will, and emotional attachment to the company so that employees are directly involved in the activities carried out by the company to continue to increase company productivity, because these employees have no desire to leave the company and these factors will really encourage the achievement of company goals. An employee with high affective commitment will have an emotional closeness to the organization or company, this indicates that the employee will have a motivation to make a major contribution to the company or organization compared to employees who have low affective commitment. According to Fisher et al. (2020); Fernandez et al. (2016) suggested that affective commitment is a strength that employees have to work in an organization, because they are willing and have the desire to do the job. The affective commitment possessed by an employee will reflect individual strengths which will lead to a tendency to continue working in the organization or company, because the employee feels in line with the company's goals and feels happy working in the company. These results are in accordance with the results of Fischer et al. (2020) that commitment has a positive effect on employee performance. Individuals with high continuance commitment will stay in the organization, not for emotional reasons, but because there is an awareness in the individual of the great losses they will experience if they leave the organization. In this regard, the individual cannot be expected to have a strong desire to contribute to the organization. If the individual persists in the organization, then at a later stage the individual may feel hopeless and frustrated which can lead to poor performance.

#### **The Effect of Cognitive Commitment on Performance**

Based on the results of data analysis using multiple linear regression analysis techniques, the cognitive commitment variable has a regression coefficient of 0.611, a tcount of 5,863 with a significance probability of 0.000. From these results it can be seen that cognitive commitment has a significant influence on performance. It can be concluded that cognitive commitment has a significant effect on police performance at the Serui Police. This is because every member of the police always carries out their duties in accordance with the provisions or standards that have been set. Every member of the police will also be responsible for the tasks that have been given by the Serui Police, so that the performance of the police agency will increase. According to Cak et al. (2015); Cesário et al. (2017) cognitive commitment possessed by a police officer will provide desire, will, and emotional attachment to his institution, so that police officers are directly involved in the activities carried out by their institution to continue to improve police performance, because these police officers have no desire to leave the institution and These factors will greatly encourage the achievement of the goals of the police institution. A police officer with high cognitive commitment will have an emotional closeness to his organization, this indicates that the police officer will have a motivation to make a major contribution to the institution compared to police officers who have low cognitive commitment. This is in accordance with the theory stated by Pasumarti et al. (2022); Tekingündüz et al. (2017); Van Gelderen et al. (2016) that Continuance commitment is a person's strong desire to continue his work for the organization because he needs the job and cannot do other work. The results of this study are in line with research conducted by According to Pasumarti et al. (2022); Cesário et al. (2017) shows that affective, sustainable and normative commitment variables have an effect strong on employee performance.

### **The Effect of Normative Commitment on Performance.**

Based on the results of data analysis using multiple linear regression analysis techniques, the normative commitment variable has a regression coefficient of 0.249 tcount of 3,003 with a significance probability of 0.000. From these results it can be seen that normative commitment has a significant influence on performance. So it can be concluded that normative commitment has a positive and significant effect on police performance. This is because each member the police have a high level of loyalty at work, so that they can improve performance. With the work program created by the Serui Police, every member of the police is always want to involve themselves in the work or duties assigned. Members of the police with normative commitments will have an obligation to give back to what ever received from the organization. Police who have high normative commitment will continue to be members in the organization because they feel they have to be in the organization. Individuals with high normative commitment will remain survive in the organization because they feel there is an obligation or duty, this obligation will motivate the police to behave properly and take the right actions for the organization. However, with normative commitment it is expected to have a positive relationship with internal behavior work to improve police performance. Police officers who show a high level of commitment can be seen from the values –values in employees to complete the tasks of the organization. According to [Liu et al. \(2020\)](#); [Mercurio et al. \(2015\)](#); [Moshoeu et al. \(2015\)](#) that normative commitment arises from values within employees. Employees survive as members of the organization because of the awareness that commitment to the organization is the right thing to do. Individuals with high continuance commitment will stay in the organization more than those with low. According to [Hoeve et al. \(2018\)](#); [Khan et al. \(2015\)](#); [Lee et al. \(2017\)](#) employees with normative commitment will have an obligation to repay what they have received from the organization. Employees who have high normative commitment will continue to be members of the organization because they feel they have to be in the organization. with the existence of normative commitment is expected to have a positive relationship with behavior in work to improve employee performance. These results are in accordance with the results of research according to [Hoeve et al. \(2018\)](#); [Mercurio et al. \(2015\)](#); [Moshoeu et al. \(2015\)](#) said that normative commitment has a positive effect on employee performance. The better organizational commitment will improve employee performance. Organizational commitment is an ability and willingness to align personal behavior with the needs, priorities and goals of the organization. A person's commitment to an organization or company is something that is very important, because not all company employees can understand the meaning of commitment to their organization.

According to [Asbari et al.\(2021\)](#) organizational commitment is identification (belief in organizational values), involvement (willingness to do their best for the benefit of the organization) and loyalty (desire to remain a member of the organization concerned) expressed by an employee towards his organization. Furthermore, Steers stated that organizational commitment is a condition where employees are very interested in the goals, values and goals of their organization. Commitment to the organization means more than formal membership, because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization in order to achieve goals. Organizational commitment has an important role in building the character of the institution, through organizational commitment employees will have competitiveness as measured by the performance that has been achieved. According to [Barron et al. \(2016\)](#); [Cak et al. \(2015\)](#); [Cesário et al. \(2017\)](#) found the effect of organizational commitment on performance, commitment is seen as a value orientation towards the organization which shows that individuals think highly of and prioritize their work and organization. Individuals will try to give all the effort they have in order to help the organization achieve its goals. In the process of organizational

commitment, one of which is building values based on similarities. Every member of the organization has the same opportunity, for example for promotion, the basis used for promotion is ability, skill, interest, satisfaction, performance without discrimination, thus satisfaction has an important relationship with organizational commitment, satisfaction is one aspect of the process of commitment organization. In the organizational psychology literature, organizational commitment and satisfaction usually develop independently to some extent. According to Mercurio et al. (2015); Moshoeu et al. (2015) said that commitment is an important component of satisfaction.

## Conclusion

The findings of this study are that affective commitment has a positive and significant effect on police performance, commitmentcognitive has a positive and significant effect on police performance and normative commitment has a positive and significant effect on police performance. Based on the research results, all hypotheses are accepted, which means that commitment which consists of affective, continuous and normative influences on employee performance. This study also proves that commitment which consists of affective, continuous and normative partially and simultaneously influences work discipline, work discipline has an effect on performance as well as an indirect effect of organizational commitment which consists of affective commitment, continuous commitment and normative commitment to employee performance through more discipline greater than the influence of organizational commitment which consists of affective commitment, continuance commitment and normative commitment to employee performance. Furthermore, suggestions can be proposed that are expected to be useful for companies that carry out restructuring. With the influence of organizational commitment on employee performance, companies need to consider these factors in an effort to improve employee performance, for example increasing socialization and implementation of aspects of initiatives in decision making, understanding shared values in depth, communicating with superiors and subordinates, exercising control, giving awards, Seek direction from superiors and support from subordinates. With the proven effect of work discipline on employee performance, companies need to consider these factors in an effort to improve employee performance, for example improving regulations, strictness in enforcing regulations and reward and punishment.

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