

THE EFFECT OF WORK ATTITUDE ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract: This study aims to examine the effect of work attitude on employee performance with organizational commitment as a mediating variable in private companies in Indonesia. The research is motivated by the growing importance of understanding psychological factors in human resource management, particularly in efforts to enhance employee performance. Employing a quantitative explanatory approach, the study collected data through a survey of 100 permanent employees. The findings reveal that work attitude has a positive and significant effect on employee performance, both directly and indirectly through organizational commitment as a mediating variable. Furthermore, work attitude significantly influences organizational commitment, which in turn positively affects employee performance. These findings highlight the importance of fostering a strong psychological connection between employees and their organization to improve work outcomes.

Keywords: Work Attitude, Organizational Commitment, Employee Performance



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INTRODUCTION

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

(M. A. Ramadhani & Rinaldi, 2023a; Rinaldi & Ramadhani, 2023).

The relationship between work attitude and employee performance has been widely studied and is generally found to be positive. A favorable work attitude—reflecting an individual's perception and emotional orientation toward their job—is believed to enhance motivation, perseverance, and work effectiveness (Alias & Serang, 2018; Dirwan, 2014; Korompis et al., 2017; Kurniawan & Alriani, 2022; Subakti, 2013). However, empirical findings are not entirely consistent. Some studies indicate that under conditions of high job stress, inadequate reward systems, or role ambiguity, a positive work attitude does not always translate into optimal performance (Liao, 2012). This reveals a research gap, suggesting that the relationship between work attitude and performance is highly contextual and remains underexplored, particularly in Indonesia's private sector, which presents unique organizational dynamics.

Similarly, organizational commitment has been identified as a critical predictor of employee performance, as it reflects an individual's loyalty and psychological attachment to the organization. Numerous studies affirm that employees with high levels of commitment tend to perform better (Choiriyanto & Shohib, 2024; Ginanjar & Berliana, 2021; Nurfitriani & Nurfitriani, 2022; Setyorini et al., 2012; Wulandari & Rahayuningsih, 2019). Nevertheless, some research presents contradictory evidence, showing that commitment may not significantly affect performance in work environments characterized by high pressure, unfair systems, or dysfunctional organizational cultures (Mulyawardhana & Merdiaty, 2025).

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

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

Most existing studies have primarily focused on organizational commitment in relation to turnover intention, job satisfaction, or employee retention, rather than examining its direct link to employee performance (Hutauruk et al., 2021; M. H. Z. K. Ramadhani et al., 2022; M. H. Z. K. Ramadhani, Rinaldi, Yusuf, et al., 2023). However, organizational commitment may serve as a critical predictor of the extent to which employees are willing to engage in efforts to achieve the company's strategic objectives. This indicates a significant conceptual and contextual gap that warrants exploration through a quantitative research approach utilizing a mediational model. Based on this rationale, the present study aims to analyze the effect of work attitude on employee performance, with organizational commitment serving as a mediating variable in the context of Indonesia's private sector. The research seeks to contribute theoretically to the literature on organizational behavior management and offer practical implications for HR managers in designing interventions that foster positive work attitudes and strengthen employees' commitment to the organization.

LITERATURE REVIEW

Work Attitude and Employee Performance

The relationship between work attitude and employee performance has been a central concern in organizational behavior and human resource management research. Work attitude is

defined as an individual's positive or negative evaluation of their job, organization, and overall work environment (Alias & Serang, 2018; Liao, 2012). Its core components include job commitment, job involvement, and job satisfaction, all of which contribute to the emergence of productive work behavior. According to the Theory of Planned Behavior, one's attitude toward an object shapes the intention to act, which in turn translates into actual behavior—including in the workplace. Thus, individuals with a positive attitude toward their work are more likely to exhibit enthusiasm, persistence, and effectiveness in task completion (Dirwan, 2014; Liao, 2012).

Empirical evidence supports the positive association between work attitude and performance. The affective components of work attitude—such as job satisfaction and affective commitment—are positively correlated with task performance and organizational citizenship behavior. Employees with favorable work attitudes tend to exhibit higher productivity and greater adaptability to change. However, the strength of this relationship may be influenced by contextual factors such as organizational support, leadership style, and psychological climate. In dynamic and competitive private-sector environments, constructive work attitudes play a vital role in sustaining performance, particularly under high workloads and strict performance targets (Alias & Serang, 2018; Dirwan, 2014; Korompis et al., 2017; Kurniawan & Alriani, 2022; Subakti, 2013).

H₁: Work attitude has a positive influence on employee performance.

Work Attitude and Organizational Commitment

In the context of organizational behavior, work attitude is regarded as a key determinant of organizational commitment. It reflects an individual's evaluation of their job, including perceptions of the work environment, interpersonal relationships, and the meaningfulness of their role. Employees who hold a positive attitude toward their job tend to exhibit emotional involvement, a sense of belonging, and a belief that the organization is worth preserving (M. A. Ramadhani & Rinaldi, 2023b). Such individuals are likely to reciprocate favorable organizational treatment with increased loyalty and commitment. In other words, when employees perceive their work experience as enjoyable and meaningful, they tend to develop a stronger psychological attachment to the organization (Jannah et al., 2020; M. A. Ramadhani & Rinaldi, 2023b).

Empirical studies have consistently demonstrated a significant correlation between positive work attitudes and organizational commitment, particularly in affective and normative dimensions. A favorable perception of one's job and organizational treatment directly influences the emotional attachment employees feel toward their organization. Conversely, negative attitudes such as apathy, cynicism, or frustration toward work tend to weaken commitment and increase the likelihood of turnover intentions. It is therefore reasonable to assume that the more positive an individual's work attitude, the stronger their commitment to the organization—whether affective, normative, or continuance. This hypothesis warrants empirical testing to better understand the psychological mechanisms that reinforce employee–organization bonds, particularly in the context of Indonesia's private sector, which demands both loyalty and high performance (Diah et al., 2020; Hidayah et al., 2020; Margaretha & Natalia, 2012; Marnoto, 2022; M. A. Ramadhani & Rinaldi, 2023b).

H₂: Work attitude has a positive effect on organizational commitment.

Organizational Commitment and Employee Performance

Organizational commitment has long been recognized as a key factor in fostering positive work behaviors and enhancing individual performance. This construct reflects the extent to which employees experience emotional attachment (affective commitment), a sense of moral obligation (normative commitment), and a consideration of the costs associated with leaving the organization (continuance commitment) (Choiriyanto & Shohib, 2024). Highly committed employees typically demonstrate a collective awareness of the organization's vision and mission, a willingness to exert extra effort, and perseverance in the face of workplace challenges. This aligns with the concept of a psychological contract, wherein employees feel psychologically responsible to reciprocate organizational trust and support by contributing optimally to the achievement of organizational goals (Choiriyanto & Shohib, 2024; Nurfitriani & Nurfitriani, 2022).

Empirical studies consistently support the assumption that organizational commitment is positively correlated with employee performance. High levels of commitment enhance work motivation, task quality, and engagement in organizational activities. Committed employees do not merely fulfill formal job responsibilities, but also engage in extra-role behaviors such as helping colleagues and upholding the organization's image—all of which contribute to overall performance. However, the strength of this effect may vary depending on organizational context, including the work climate, leadership style, and reward systems in place. Nevertheless, it can generally be assumed that the greater an employee's commitment to the organization, the better their performance in terms of quantity, quality, and job responsibility (Choiriyanto & Shohib, 2024; Ginanjar & Berliana, 2021; Nurfitriani & Nurfitriani, 2022; Setyorini et al., 2012; Wulandari & Rahayuningsih, 2019).

H₃: Organizational commitment has a positive effect on employee performance.

Work Attitude, Organizational Commitment, and Employee Performance

The relationship between work attitude and employee performance is not always direct; it can be mediated by certain psychological factors, one of which is organizational commitment. A positive work attitude fosters a reciprocal relationship between the individual and the organization, characterized by loyalty and emotional attachment. When employees feel satisfied, appreciated, and comfortable in their roles, they are more likely to develop a strong commitment to the organization. This commitment acts as an internal motivator that drives them to contribute their best efforts, thereby enhancing job performance. This conceptual model highlights how work attitude forms both the affective and cognitive basis for commitment, which in turn facilitates higher levels of performance (Jannah et al., 2020; Liao, 2012).

Previous studies have supported this mechanism. Positive perceptions of one's job and the treatment received from the organization have been shown to enhance affective commitment, which subsequently contributes to productive work behavior (Liao, 2012). Employees with favorable work attitudes tend to perform better, particularly when they possess strong organizational commitment. Conversely, in the absence of adequate commitment, a positive work attitude may fail to translate into performance gains, due to the lack of emotional motivation or long-term loyalty. Hence, organizational commitment serves as a critical mediating variable that explains how and why employees' attitudes toward work affect their performance outcomes (Marnoto, 2022; Wulandari & Rahayuningsih, 2019). Empirically testing this relationship is expected to yield a more comprehensive understanding of work behavior dynamics within the context of Indonesia's private sector.

H₄: Organizational commitment mediates the effect of work attitude on employee performance.

Based on the hypothesis described, the research model can be illustrated in the following model.

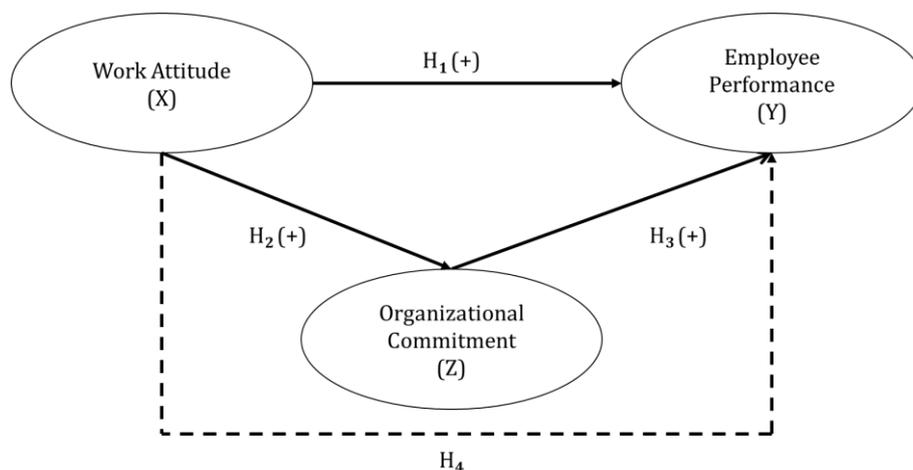


Figure 1. Research Model

METHOD

Research Approach

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

Population and Sample

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

Analysis Tool

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

FINDING

This section presents the results of hypothesis testing using logistic regression. The findings obtained are then discussed systematically based on statistical significance.

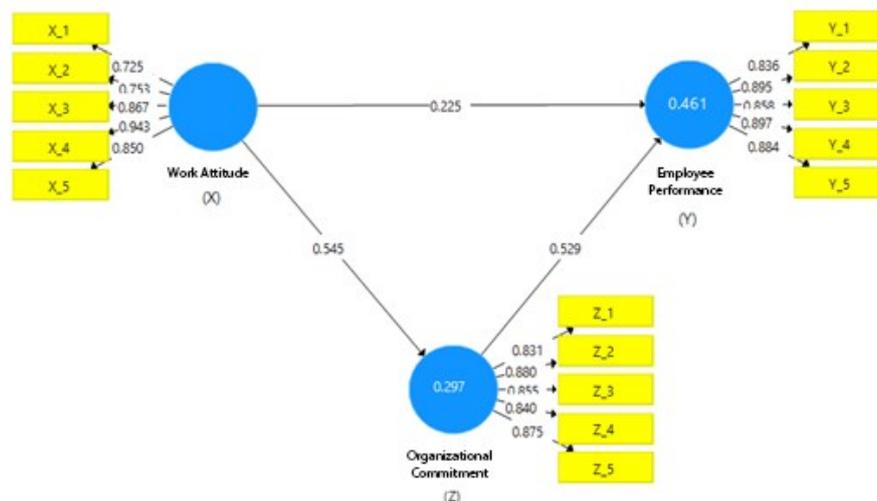


Figure 2. Output Outer Loading

Based on the outer loading analysis, all indicators used to measure each construct demonstrated values ranging from 0.7 to 0.9. These results confirm that all indicators met the criteria for convergent validity, as each loading exceeded the threshold of 0.7. Therefore, no indicators were eliminated from the model, as they were all deemed valid in representing their respective latent constructs.

Table 1. Output Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Attitude (X)	0.886	0.9	0.917	0.691
Organizational Commitment (Z)	0.909	0.913	0.932	0.733
Employee Performance (Y)	0.923	0.927	0.942	0.764

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

Table 2. Output R Square

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.461	0.45
Organizational Commitment (Z)	0.297	0.29

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

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

Table 3. Output Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Commitment (Z) → Employee Performance (Y)	0.529	0.532	0.071	7.443	0.000
Work Attitude (X) → Employee Performance (Y)	0.225	0.225	0.08	2.83	0.005
Work Attitude (X) → Organizational Commitment (Z)	0.545	0.553	0.064	8.511	0.000
Work Attitude (X) → Organizational Commitment (Z) → Employee Performance (Y)	0.288	0.295	0.058	4.973	0.000

DISCUSSIONS

Work Attitude and Employee Performance

The hypothesis testing results indicate that work attitude has a positive and significant effect on employee performance, with a path coefficient of 0.225, a t-statistic of 2.83 (> 1.96), and a p-value of 0.005 (< 0.05). This suggests that the more positive an employee's work attitude, the higher their performance level. Accordingly, Hypothesis H1 is supported, consistent with the proposed direction of the relationship.

This finding aligns with the Theory of Planned Behavior, which posits that a person's positive attitude toward an object fosters behavioral intentions and actual behavior in the same direction. Within organizational contexts, a positive work attitude—reflected in favorable perceptions of tasks, work environment, and role engagement—enhances enthusiasm and dedication. Employees who feel satisfied, valued, and emotionally involved in their work tend to be more proactive, responsible, and perform better in terms of both quality and quantity.

This result is also corroborated by prior meta-analyses, which have shown that the affective components of work attitude, such as job satisfaction and work engagement, are significantly correlated with higher task performance and organizational citizenship behavior. Other studies

have similarly confirmed that positive work attitudes enhance adaptability and productivity, especially in dynamic work environments (Alias & Serang, 2018; Dirwan, 2014; Korompis et al., 2017; Kurniawan & Alriani, 2022; Subakti, 2013).

In the context of private-sector companies in Indonesia—often characterized by short-term targets, structural flexibility, and performance pressure—work attitude serves as a crucial foundation for sustaining employee performance. Therefore, this study underscores the importance of cultivating a positive work climate through participatory, transparent, and appreciative human resource management practices. Such practices may serve as a strategic approach for HR managers to enhance organizational performance by optimizing individual potential.

Work Attitude and Organizational Commitment

The hypothesis testing results indicate that work attitude has a positive and significant effect on organizational commitment, with a path coefficient of 0.545, a t-statistic of 8.511, and a p-value of 0.000. The high coefficient value and strong statistical significance support the acceptance of Hypothesis H2. This finding suggests that the more positive an employee's work attitude, the stronger their commitment to the organization.

A mutually beneficial relationship between the individual and the organization fosters loyalty and psychological attachment. When employees feel valued, treated fairly, and experience meaningful work, they are more likely to reciprocate by demonstrating loyalty and a high degree of commitment to the organization. In this regard, a positive work attitude serves as an entry point for developing strong affective bonds between employees and their organization.

Empirically, these results are supported by previous studies which assert that positive work attitudes—especially in the form of job satisfaction and job involvement—are key predictors of affective and normative commitment. Positive perceptions of work have also been shown to significantly influence emotional attachment and the intention to remain within the organization (Diah et al., 2020; Hidayah et al., 2020; Margaretha & Natalia, 2012; Marnoto, 2022; M. A. Ramadhani & Rinaldi, 2023b).

In the context of private-sector companies in Indonesia, which often face structural flexibility and performance pressure, employees with positive work attitudes are viewed as strategic assets. When constructive attitudes can be cultivated through a healthy work environment and fair reward systems, organizations can build a strong foundation of long-term employee commitment. Thus, this finding offers important implications for HR managers to focus on managing psychosocial aspects of the workplace that foster positive work attitudes, which in turn serve as the basis for strong organizational commitment.

Organizational Commitment and Employee Performance

The hypothesis testing results reveal that organizational commitment has a positive and significant effect on employee performance, with a path coefficient of 0.529, a t-statistic of 7.443, and a p-value of 0.000. Accordingly, Hypothesis H3 is supported, indicating that employees' commitment to their organization is a key determinant of individual performance improvement. Employees with high levels of affective, normative, and continuance commitment tend to exhibit greater loyalty, dedication, and work motivation. In this context, organizational commitment not only drives the fulfillment of formal tasks but also encourages extra-role behaviors such as helping colleagues, maintaining work ethics, and exceeding organizational targets.

Empirically, this study confirms that employees with strong organizational commitment consistently outperform their less-committed counterparts. They are more reliable in completing tasks, more responsive to organizational needs, and more resilient under high-pressure conditions. In dynamic and competitive environments like Indonesia's private sector—where speed, precision, and innovation are crucial—commitment serves as a driving force for sustainable performance (Choiriyanto & Shohib, 2024; Ginanjar & Berliana, 2021; Nurfitriani & Nurfitriani, 2022; Setyorini et al., 2012; Wulandari & Rahayuningsih, 2019).

From a managerial perspective, these findings highlight that strengthening organizational commitment should be a core strategy in human resource management. Initiatives that foster a sense of belonging, role clarity, organizational justice, and transparent reward systems are

essential for building employee commitment that directly contributes to performance enhancement. Therefore, organizations must prioritize the creation of a work environment that not only demands high performance but also nurtures emotional attachment and loyalty to the organization.

Work Attitude, Organizational Commitment, and Employee Performance

The mediation hypothesis testing reveals that organizational commitment significantly mediates the effect of work attitude on employee performance, with a mediating path coefficient of 0.288, a t-statistic of 4.973, and a p-value of 0.000. These results provide robust evidence to support Hypothesis H4, indicating that the influence of work attitude on performance is not solely direct but also operates indirectly through enhanced commitment to the organization.

A positive interaction between employees and the organization fosters a reciprocal relationship that strengthens employee loyalty and engagement. A positive work attitude—reflected in satisfaction, emotional involvement, and meaningful job perceptions—promotes the development of strong organizational commitment. This commitment then acts as a key psychological driver that motivates individuals to contribute optimally toward organizational goals, ultimately improving their performance.

In the dynamic and competitive landscape of private-sector organizations, this finding offers significant managerial implications. Enhancing employee performance requires not only the cultivation of positive work attitudes but also targeted interventions that reinforce organizational commitment. Programs such as employee involvement in decision-making, managerial transparency, and recognition of contributions are critical in ensuring that positive attitudes are translated into tangible loyalty and work performance.

In summary, organizational commitment plays a vital mediating role in bridging the relationship between work attitude and employee performance. It should therefore be recognized as a strategic element in performance-oriented human resource planning and organizational development.

CONCLUSION

Based on the results and discussion, this study concludes that work attitude has a positive effect on employee performance, both directly and indirectly through organizational commitment as a mediating variable. These findings reinforce the notion that a positive work attitude fosters employees' emotional attachment to the organization, which in turn enhances their performance contributions. Thus, organizational commitment serves as a crucial psychological mechanism that bridges the relationship between work attitude and individual performance, in line with the Theory of Planned Behavior.

The practical implications of this study highlight the importance of human resource management (HRM) strategies aimed at simultaneously fostering constructive work attitudes and strengthening organizational commitment. HR managers are advised to create supportive and transparent work environments, and to implement fair reward systems that enhance employee loyalty and motivation. Furthermore, training programs focused on reinforcing organizational values, improving job satisfaction, and promoting participative leadership may serve as effective interventions for achieving sustained performance improvements.

For future research, it is recommended to incorporate moderating variables such as transformational leadership or organizational culture to enrich the understanding of these relationships across diverse industrial contexts.

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