



The effect of work involvement on work performance mediated affective commitment and job satisfaction

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Abstract

The purpose of this study is to test the influence between work involvement on work performance mediated by affective commitment and job satisfaction in ASN within the Mahakam Ulu Regency Government. Data collection was carried out using questionnaires with sampling techniques being saturated samples, as many as 126 were ASN (State Civil Apparatus) respondents. Data processing is carried out using SEM (Structural Equation Modeling) with the SmartPls 3.0 program. The results of this study show that work involvement has an insignificant effect on work performance. Affective commitment and job satisfaction are capable of mediation of indirect influences between work involvement and work performance with the nature of partial mediation. Affective commitment and job satisfaction also partially have a significant positive effect on job performance.

Keywords: work engagement, affective commitment, job satisfaction, work performance

Introduction

The success of the organization is greatly influenced by the organization's ability to make improvements continuously, in accordance with environmental changes. Rapid environmental changes require organizations and individuals in the organization to always adjust to these changes.

How to maintain and improve the competitiveness of organizations in an ever-changing environment, has undergone a fundamental shift, from the capabilities of tangible resources to intangible resources. Human resources that are one of the intangible resources are receiving special attention, as organizations are increasingly aware of their vital role as the driving force of competition excellence and organizational success.

Therefore, the organization strives to develop human resources that are committed to the organization through work involvement. In addition, having a motivated, engaged, and committed workforce is considered an important asset to organizational success because keeping employee motivation, commitment, and work engagement continues to lead to increased productivity.

In a study conducted by Kusumawati *et al.*, (2018) ^[17] on employees of the Manado Primary Tax Service Office (KKP) showed that 30% of employees were dissatisfied which had an impact on their performance decline.

Work involvement is an important factor in the lives of most people. Work activities take up most of the time and are fundamentally important aspects of life for most people. People may be stimulated by and deeply drawn into their work or alienated from it mentally and emotionally.

The quality of a person's entire life experience can be greatly influenced by the degree of involvement of a person in or alienation from work (Brown, 1996) ^[4]. The state of engagement indicates a positive and relatively complete state of involvement of the core aspects of the self in the work, while the state of alienation implies the loss of individuality and secession from the work environment.

Increasing work engagement can increase organizational effectiveness and productivity by engaging employees more fully in their work and making the work a more meaningful and satisfying experience. The ability of individuals to carry out the work, the level of effort expended and the support of the organization are factors that affect individual performance.

Employee engagement is employees who are engaged and connect themselves fully in the work, putting effort physically, cognitively and emotionally to get their work done for the organization. Engagement is recognized by their presence psychologically, paying special attention, conscientious, sentimental, related, integrated, and focused on their work.

An interesting point in work engagement is the final consequence, that is, if the workers make great efforts for the achievement of personal and organizational goals, it will lead more to a high level of productivity and employees eventually stay afloat to the organization, so that the level of employee transfer becomes low (Rizwan *et al.*, 2011) ^[19].

Employees involved in the organization have a high level of partiality in the organization, so that employees can be more proactive in providing input to the organization. Involvement in a job can be done by contributing ideas to the progress of the work, happily complying with agency regulations and supporting agency policies.

On the contrary, employees who are less happy to engage with work are employees who are less partial to the agency and such employees tend to work only on routines (Mazayed *et al.*, 2014) ^[18].

So that psychological variables such as motivation, involvement and effort are needed as variables that can intervene in the influence between work involvement and job performance. This research fills in the gap research by including affective commitment variables and job satisfaction variables as mediation variables.

Affective Commitment reflects a commitment based on the emotional bond that employees develop with the organization primarily through positive work experiences. Normative commitment reflects commitment based on perceived obligations towards the organization, for example rooted in the norm of reciprocity. Sustainable Commitment reflects a commitment based on perceptions of costs, both economic and social, to leave the organization (Jaros, 2007) ^[13].

Work involvement will first of all lead to commitment, which in turn will lead to a higher level of performance. The relationship between work engagement and organizational commitment is well documented in the literature (Brown, 1996) ^[4]. The positive relationship between work engagement and commitment suggests that employees who are committed to their work are also likely to commit to the organization that employs them (Chughtai, 2008) ^[6].

The concept of job satisfaction has been widely studied in the literature, due to the fact that many experts, managers as well as researchers, believe the trend can affect and affect work productivity, employee turnover and employee retention. Job satisfaction is a pleasant emotional state that results from the assessment of one's work as achieving or facilitating the achievement of one's work values (Kaplan *et al.*, 1991) ^[16].

Previous Research

Singh & Gupta, 2016 ^[21], Job involvement, organizational commitment, professional commitment, and team commitment job involvement, organizational commitment, professional commitment, and team commitment 477 full-time employees from 13 organizations in various sectors in India Multiple Liner Regression, SPSS. Professional commitment is negatively related to work involvement, affective organizational commitment, normative organizational commitment, and team commitment. Work involvement, affective and normative organizational commitment, and team commitment are positively correlated. There is a decrease in work involvement, an affective organizational commitment, normative organizational commitment, and an increase in professional commitment in the younger generation.

Abdallah *et al.*, (2017) ^[1], an Integrated Model of Job Involvement, Job Satisfaction and Organizational Commitment: A Structural Analysis in Jordan's Banking Sector Job Involvement, Job Satisfaction, Organizational Commitment 315 employees working at 12 banks out of 26 banks operating in the Jordanian Capital. Structural Equation model (SEM) Work involvement positively and significantly affects job satisfaction and organizational commitment. In addition, job satisfaction has proven to be positively related to organizational commitment. Furthermore, job satisfaction positively and significantly mediates the relationship between work involvement and organizational commitment.

Ekmekçi (2011) ^[7], A study on involvement and commitment of employees in Turkey Job involvement, organizational commitment, employee involvement 210 respondents of Multiple Liner Regression, SPSS. The level of work involvement and organizational commitment differs between men and women. Men are more committed to their organization and they are more involved in their work. The role of men in the eyes of society. Males are more responsible for earning money or making extra efforts to get on with their lives.

Khan (2015) ^[15], Does Affective Commitment Positively Predict Employee Performance? Evidence From Banking Industry In Bangladesh Affective commitment, employee performance 53 participants and survey results of 436 respondents from semi- AMOS selected banks The external and internal context had a considerable impact on the nature, perception and influence of affective commitment on job performance. In addition, it was observed that affective commitments did not positively predict the performance of employees in both banks.

Chordiya, Sabharwal & Goodman (2017) ^[5], Affective Organizational Commitment and Job Satisfaction: A Cross-National Comparative Study Affective organizational commitment. Job satisfaction US=1,661 India=202. The US sample represents state employees from the states. Multiple Liner Regression, SPSS Job satisfaction has a significant positive impact on affective organizational commitment. There is a difference between the US and India in the degree of affective organizational commitment. Compared to the four US states of Oregon, Florida, Washington, and Utah, the commitment of affective organizations is significantly higher among Indian public managers.

Hidayati *et al.*, (2019) Effect Of Employee Loyalty And Commitment On Organizational Performance With Considering Role Of Work Stress Employee Commitment Employee Loyalty Organizational Performance Work Stress 500 respondents who are teachers in Indonesia Partial Least Square (PLS) Employee loyalty has a positive effect on employee commitment. Employee commitment mediates between employee loyalty and organizational performance.

Method

This quantitative research can be categorized as explanatory research. Explanatory research is research intended to explain the position of the constructs studied as well as the relationship between one construct and another or research that explains the relationship between research variables and hypothesis testing that has been formulated previously (Hair. *et al.*, 2009) ^[11].

The purpose of this study is broadly to test both directly and indirectly the influence of several independent variables on dependent variables. The test is intended to test the hypothesis that has been proposed in accordance with the theoretical studies that have been constructed (Ferdinand, 2013).

The population in this study was the State Civil Apparatus (ASN) in the Upper Mahakam district. Based on data from the Regional Personnel Agency of the Mahakam Hulu Regency Government, the number of ASNs within the Mahakam Hulu Regency Government Area (Local Government Organization) is 529 employees spread across the Regional Secretariat, 13 Service Offices, 6 Agency Offices and 5 District Offices.

Based on the calculation above, the number of samples or respondents is 126 ASNs within the Mahakam Ulu Regency Government.

The research model that will be used in this study is a tiered structure model and to test the proposed hypothesis, SEM (Structural Equation Modelling) analysis techniques are used using the Smart PLS (Partisal Least Square) program.

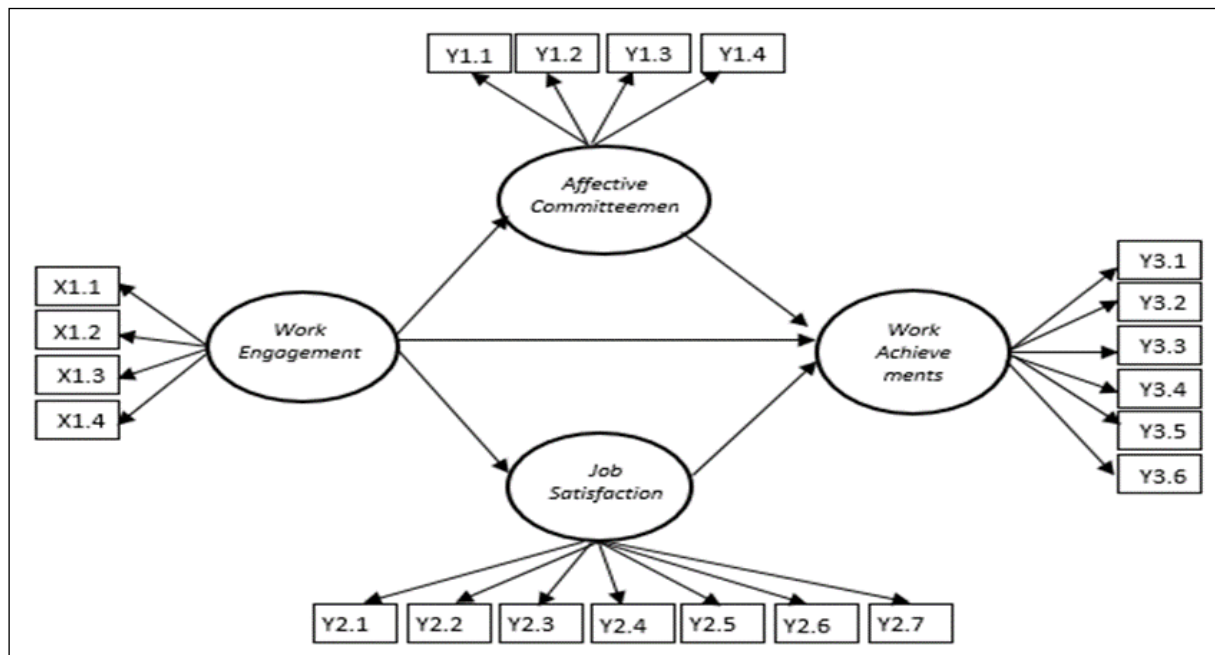


Fig 1: Relationship diagram PLS SEM

Results and Discussion

Uji Convergen validity

Convergent validity is a number of indicators measuring or representing one latent variable and underlying the existence of such a latent variable. The purpose of the convergence validity test is to ensure that the items used in this study can be understood by the respondent so that no errors occur in filling. Convergent validity is tested using outer loading, namely by looking at the coefficient between the variable and its items, provided that the loading value is said to be valid if the > 0.5 (Hair *et al.*, 2010) ^[12]. The loading value of each variable is as follows:

Table 1: Loading Factor Value

Relationship of Variables and Indicators	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ((O/STERR))	P Value
$X_{1.1} <- X_1$	0,768	0,764	0,045	17,124	0,000
$X_{1.2} <- X_1$	0,848	0,847	0,030	28,145	0,000
$X_{1.3} <- X_1$	0,794	0,797	0,036	22,257	0,000
$X_{1.4} <- X_1$	0,798	0,799	0,032	25,061	0,000
$Y_{1.1} <- Y_1$	0,857	0,857	0,024	35,742	0,000
$Y_{1.2} <- Y_1$	0,891	0,891	0,019	46,843	0,000
$Y_{1.3} <- Y_1$	0,872	0,871	0,023	38,594	0,000
$Y_{1.4} <- Y_1$	0,810	0,807	0,034	23,640	0,000
$Y_{2.1} <- Y_2$	0,798	0,794	0,039	20,516	0,000
$Y_{2.2} <- Y_2$	0,766	0,767	0,037	20,837	0,000
$Y_{2.3} <- Y_2$	0,801	0,801	0,034	23,826	0,000
$Y_{2.4} <- Y_2$	0,847	0,847	0,028	30,615	0,000
$Y_{2.5} <- Y_2$	0,794	0,792	0,038	20,780	0,000
$Y_{2.6} <- Y_2$	0,768	0,767	0,040	19,250	0,000

$Y_{2.7} <- Y_2$	0,771	0,767	0,040	19,320	0,000
$Y_{3.1} <- Y_3$	0,862	0,859	0,025	33,805	0,000
$Y_{3.2} <- Y_3$	0,839	0,837	0,029	29,384	0,000
$Y_{3.3} <- Y_3$	0,834	0,830	0,028	29,429	0,000
$Y_{3.4} <- Y_3$	0,815	0,814	0,030	26,824	0,000
$Y_{3.5} <- Y_3$	0,861	0,861	0,026	32,498	0,000

Based on table 1, it can be described the relationship of variables with their indicators as follows:

Work Engagement Variables (X1)

The loading factor value of X1.2 of 0.848 is the indicator that is most influenced by the Work Engagement variable (X1) and X1.1 with a loading factor value of 0.768 is the smallest indicator, influenced by the Work Engagement variable (X1). It can be seen that all indicators on the Work Engagement variable (X1) in this study have a loading factor value greater than 0.5. This shows that indicators X1.1, X1.2, X1.3, and X1.4 have a high level of validity, so they meet convergent validity and can then be used for testing research hypotheses.

Affective Commitment Variables (Y1)

The Y1.2 loading factor value of 0.891 is the indicator that is most influenced by the Affective Commitment variable (Y1) and Y1.4 with a loading factor value of 0.810 is the least affected indicator by the Affective Commitment variable (Y1). It can be seen that all indicators on the Affective Commitment (Y1) variable in this study have a loading factor value greater than 0.5. This shows that the indicators Y1.1, Y1.2, Y1.3 and Y1.4 have a high level of validity, so they meet convergent validity and can then be used for testing research hypotheses.

Job Satisfaction Variables (Y2)

The loading factor value of Y2.4 of 0.847 is the indicator that is most influenced by the Job Satisfaction variable (Y2) and Y2.2 with a loading factor value of 0.766 is the least affected indicator by the Job Satisfaction variable (Y2). It can be seen that all indicators on the Job Satisfaction (Y2) variable in this study have a loading factor value greater than 0.5. This shows that the indicators Y2.1, Y2.2, Y2.3, Y2.4, Y2.5, Y2.6 and Y2.7 have a high level of validity, so that they meet convergent validity and can then be used for testing research hypotheses.

Work Performance Variables (Y3)

The Y3.1 loading factor value of 0.862 is the indicator that is most influenced by the Work Performance variable (Y3) and Y3.4 with a loading factor value of 0.815 is the least affected indicator by the Work Performance variable (Y3). It can be seen that all indicators on the Work Performance (Y3) variable in this study have a loading factor value greater than 0.5. This shows that the indicators Y3.1, Y3.2, Y3.3, Y3.4, and Y3.5 have a high level of validity, so they meet convergent validity and can then be used for testing research hypotheses.

Uji Discriminant validity

Discriminant validity is a concept that states that two different variables should be able to show differences that precede. The validity of this discriminant is measured by cross loading, namely the value of the loading item in the variable must be greater than the loading contained in table 2 as follows:

Table 2: Cross Loading

Indicator	X ₁	Y ₁	Y ₂	Y ₃
X _{1.1}	0,765	0,498	0,545	0,534
X _{1.2}	0,848	0,582	0,660	0,607
X _{1.3}	0,794	0,595	0,592	0,587
X _{1.4}	0,798	0,643	0,626	0,643
Y _{1.1}	0,565	0,857	0,739	0,826
Y _{1.2}	0,640	0,891	0,703	0,793
Y _{1.3}	0,590	0,872	0,720	0,751
Y _{1.4}	0,591	0,810	0,695	0,693
Y _{2.1}	0,601	0,611	0,798	0,614
Y _{2.2}	0,602	0,648	0,766	0,630
Y _{2.3}	0,633	0,651	0,801	0,704
Y _{2.4}	0,622	0,724	0,847	0,750
Y _{2.5}	0,594	0,606	0,794	0,626
Y _{2.6}	0,580	0,659	0,768	0,674
Y _{2.7}	0,566	0,722	0,771	0,632
Y _{3.1}	0,660	0,758	0,714	0,862
Y _{3.2}	0,667	0,726	0,729	0,839
Y _{3.3}	0,560	0,772	0,732	0,834
Y _{3.4}	0,613	0,731	0,745	0,815
Y _{3.5}	0,636	0,780	0,680	0,861

Based on table 2, it can be analyzed as follows:

Discriminant Validity Analysis of Work Engagement variable indicators (X1)

The loading value of each item to the Work Engagement variable (X1) is greater when compared to the cross loading value of each item in the other variables. The loading item values of X1.1 (0.765), X1.2 (0.848), X1.3 (0.794), and X1.4 (0.798), are greater when compared to the cross loading item values of each variable item Y1, Y2, Y3. It can be concluded that all constructs or latent variables already have a good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks. So it can be said that X1.1, X1.2, X1.3, and X1.4 are indeed items formed by the Work Engagement variable (X1). Based on the cross loading test, this research has met the criteria for discriminant validity which can then be used for hypothesis testing.

Discriminant Validity Analysis of affective commitment variable indicator (Y1).

The loading value of each item to the Affective Commitment variable (Y1) is greater when compared to the cross loading value of each item in the other variable. The loading value of items Y1.1 (0.857), Y1.2 (0.891), Y1.3 (0.872) and Y1.4 (0.810), is greater when compared to the cross loading item values of each variable item Y3, Y2, X1. It can be concluded that all constructs or latent variables already have a good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks. So it can be said that Y1.1, Y1.2, Y1.3 and Y1.4 are indeed items formed by the affective commitment variable (Y1). Based on the cross loading test, this research has met the criteria for discriminant validity which can then be used for hypothesis testing.

Discriminant Validity Analysis of variable indicators Job satisfaction (Y2).

Based on table 5.2, the loading value of each item to the job satisfaction (Y2) variable is greater when compared to the cross loading value of each item in the other variable. The loading value of items Y2.1 (0.798), Y2.2 (0.766), Y2.3 (0.801), Y2.4 (0.847), Y2.5 (0.794), Y2.6 (0.768) and Y2.7 (0.768) is greater when compared to the cross loading item values of each variable item Y3, Y1, X1. It can be concluded that all constructs or latent variables already have a good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks. So it can be said that Y2.1, Y2.2, Y2.3, Y2.4, Y2.5, Y2.6 and Y2.7 are indeed items formed by the variable Job satisfaction (Y2). Based on the cross loading test, this research has met the criteria for discriminant validity which can then be used for hypothesis testing.

Discriminant Validity analysis of variable indicators of Work Performance (Y3).

The loading value of each item to the Work Performance variable (Y3) is greater when compared to the cross loading value of each item in the other variables. The loading value of items Y3.1 (0.862), Y3.2 (0.839), Y3.3 (0.834), Y3.4 (0.815), and Y3.5 (0.815) is greater when compared to the cross loading item values of each variable item X1, Y1, Y2. It can be concluded that all constructs or latent variables already have a good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks. So it can be said that Y3.1, Y3.2, Y3.3, Y3.4, and Y3.5 are indeed items formed by the Variable Work Performance (Y3). Based on the cross loading test, this research has met the criteria for discriminant validity which can then be used for hypothesis testing.

Cronbach Alpha and Composite reliability test**Table 3:** composite reliability and cronbachs alpha values

Variable	Cronbachs Alpha	Composite Reliability
Work Engagement (X ₁)	0,816	0,879
Affective Commitment (Y ₁)	0,880	0,918
Job Satisfaction (Y ₂)	0,901	0,922
Work Achievements (Y ₃)	0,898	0,924

Based on table 3 of the values of cronbachs alpha and composite reliability, all variables > 0.7 so that they have met the reliability test, then all variables can be used to test the hypothesis.

Determination Test**Table 4:** R Square (R²) Value

Variable	R Square
Affective Commitment (Y ₁)	0,526
Job Satisfaction (Y ₂)	0,573
Work Achievements (Y ₃)	0,844

In table 4, the R2 value for the dependent variable Affective Commitment is 0.526, meaning that 52.6% of the change in the Affective Commitment variable is influenced by the independent variable Work Engagement while the remaining 47.4% is influenced by other variables that are not discussed in this study. The R2 value for the dependent variable Job Satisfaction is 0.573, meaning that 57.3% of changes in the Job Satisfaction variable are

influenced by the independent variable Work Engagement while the remaining 42.7% is influenced by other variables that are not discussed in this study.

Hypothesis Test

The results of Smart PLS 3 after bootstrapping are as follows:

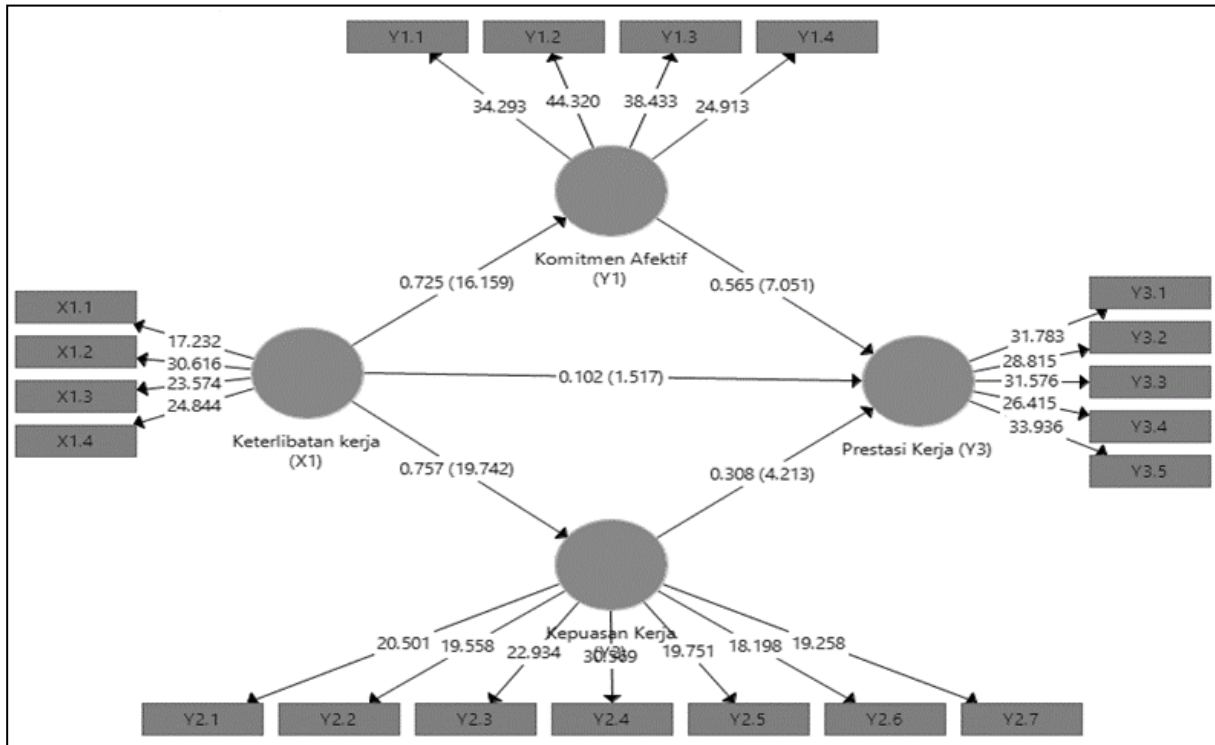


Fig 2: Full Model Bootstrapping

Table 5: Path coefficient

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STERR))	P Value	Info
X ₁ -> Y ₁	0,725	0,728	0,045	16,229	0,000	Sig.
X ₁ -> Y ₂	0,757	0,761	0,042	18,128	0,000	Sig.
X ₁ -> Y ₃	0,102	0,100	0,067	1,518	0,130	Sig.
Y ₁ -> Y ₃	0,565	0,566	0,076	7,475	0,000	Sig.
Y ₂ -> Y ₃	0,308	0,308	0,073	4,227	0,000	Sig.
X ₁ -> Y ₁ -> Y ₃	0,410	0,413	0,067	6,138	0,000	Sig.
X ₁ -> Y ₂ -> Y ₃	0,233	0,233	0,054	4,305	0,000	Sig.

Based on table 5 with a signification rate of 5% and a value of df = 122 can be explained the hypothesis as follows:

The first hypothesis testing (H₁) namely Work Engagement (X₁) has a positive and significant effect on improving Work Performance (Y₃).

The value of the coefficient of influence between Work Involvement on Work Performance is positive, which is 0.102 which indicates that the direction of the relationship between Work Engagement and Work Performance is positive. A calculated t value of 1.518 < 1.979 means insignificant, then the first hypothesis (H₁) is not proven to be correct and rejected, which means that an increase in Work Engagement cannot significantly improve Work Performance.

Testing the second hypothesis (H₂) Work involvement (X₁) had a positive and significant effect on the increase in Affective commitment (Y₁).

The value of the coefficient of influence between work involvement and effective commitment is positive, which is 0.725 which indicates that the direction of the relationship between work involvement and affective commitment is positive. The calculated t value of 16.229 > 1.979 is significant, hence the second hypothesis (H₂) is proven to be correct and accepted, which means that an increase in Work involvement can significantly increase affective commitment.

Testing the third hypothesis (H₃) Work Engagement (X₁) has a positive and significant effect on increasing job satisfaction (Y₂). The value of the coefficient of influence of Work Engagement on Job Satisfaction is positive, which is 0.757 which indicates that the direction of the relationship between Work Engagement and Job

Satisfaction is positive. A statistical t-value of $18.128 > 1.979$ means significant, hence the second hypothesis (H_3) is proven to be correct and accepted, which means that an increase in Job Engagement can significantly increase Job satisfaction.

Fourth hypothesis testing (H_4) Affective commitment (Y_1) has a positive and significant effect on improving work performance (Y_3).

The value of the coefficient of influence of affective commitment on work performance is positive, which is 0.565 which indicates that the direction of the relationship between affective commitment and work achievement is positive. The calculated t value of $7.475 > 1.979$ means significant, then the second hypothesis (H_4) is proven to be correct and accepted, which means that an increase in affective commitment can significantly increase work performance.

Fifth hypothesis testing (H_5) Job satisfaction (Y_2) has a positive and significant effect on improving Job Performance (Y_3).

The value of the coefficient of influence of Job Satisfaction on Job Performance is positive, which is 0.308 which shows that the direction of the relationship between Job Satisfaction and Job Performance is positive.

The calculated t value of $4.227 > 1.979$ is significant, then the second hypothesis (H_5) is proven to be correct and accepted, which means that an increase in Job Satisfaction can significantly increase Job Performance.

The sixth hypothesis testing (H_6) Affective Commitment (Y_1) mediates the influence between Work Engagement (X_1) on Work Performance (Y_3).

The Effect of Work Involvement on Work Performance

The results of the analysis show that work involvement has a positive but insignificant effect on Work Performance. This means that if the influence of work involvement is increased it will increase Work Performance but significantly.

If the organization wants to improve work performance through work involvement variables, it starts from emotional involvement in work, feeling guilty if the work has not been completed due to absence, having a sense of responsibility for work, and work is the most important part of life. The dominant indicator of influencing work engagement is emotional involvement in work and the lowest of its influence is that work is the most important part of life. The results of this study are irrelevant to the research conducted by Tayo & Adedapo, (2012) ^[23] on 78 respondents who are education workers in the city of Oyo, Nigeria showed that there was a positive and significant influence between work involvement on work performance.

The results of this study are also not in accordance with the research conducted by Arina *et al.*, (2017) on employees of the North Sulawesi Transportation, Communication and Informatics Service, showing that Work Involvement has a significant effect on Performance partially.

The Effect of Work Engagement on Affective Commitment

The results of the analysis show that work involvement has a positive and significant effect on affective commitment. This means that if the influence of work involvement is increased, it will increase affective commitment.

If the organization wants to increase affective commitment through work engagement variables, it starts from emotional involvement in work, feeling guilty if the work has not been completed due to absence, having a sense of responsibility to work, and work is the most important part of life. The dominant indicator of work engagement affecting affective commitment is emotional involvement in work and the lowest effect on work is the most important part of life.

This research is relevant to what was revealed by Mazayed *et al.*, (2014) ^[18] implying that organizations that have a culture in employee work involvement will tend to increase employee commitment to the organization.

The results of this study are in line with research conducted by Khan *et al.*, (2011) ^[14, 19] on 250 hospitals who are employees of 11 different companies in Pakistan which suggest that work involvement is positively related to affective commitment.

The Effect of Work Engagement on Job Satisfaction

The results of the analysis show that work involvement has a positive and significant effect on job satisfaction. This means that if the influence of work involvement is increased, it will increase job satisfaction.

If the organization wants to increase job satisfaction through work engagement variables, it starts from emotional involvement in work, feeling guilty if the work has not been completed due to absence, having a sense of responsibility for work, and work is the most important part of life. The dominant indicator of influencing work engagement is emotional involvement in work and the lowest of its influence is that work is the most important part of life.

The results of the analysis are relevant to a study conducted by Bahjat Abdallah *et al.*, (2017) ^[3] of 315 employees working at 12 banks out of 26 banks operating in the Capital Jordan which concluded that Job involvement positively and significantly affected job satisfaction.

The results of this study are also in accordance with research conducted by Gopinath & Kalpana, (2020) ^[9] on 250 respondents who are artists of academic leaders of Universities in India concluded that it shows that Job Involvement is very influential on Job Satisfaction.

Effect of Affective Commitment on Work Performance (Y1)

The results of the analysis show that affective commitment has a positive and significant effect on work performance. This means that if the influence of affective commitment is increased, it will increase work performance.

If the organization wants to improve work performance through the variable of affective commitment, it starts from a sense of pride in working for the organization, a strong sense of belonging to the organization, being willing to work harder to help the organization succeed, and telling good things about the organization. The dominant indicator of affecting affective commitment is a sense of pride in working for the organization and the lowest of its influence is to tell good things about the organization.

This study is in accordance with research by Schoemmel *et al.*, (2014) ^[20] on 495 respondents who are employees of Danish Healthcare System, Denmark which showed that affective commitment has a positive effect on work performance.

The Effect of Job Satisfaction on Job Performance

The results of the analysis show that job satisfaction has a positive and significant effect on Job Performance. This means that if the influence of job satisfaction is increased, it will increase Job Performance.

If the organization wants to improve work performance through the variable of job satisfaction, it starts from the boss who provides support to employees, works with responsible people, promotion of positions, superiors have high motivation, are very happy with the level of responsibility in work, work is very interesting and enjoys working with friends. The dominant indicator of influencing job satisfaction is the boss who provides support to employees and the lowest influence is enjoying working with friends.

The results of the data analysis are not in line with research conducted by Kusumawati, Saerang and Pandowo, (2018) ^[17] on employees of the Manado Primary Tax Service Office (KKP) showing that 30% of employees are dissatisfied which has an impact on their performance decline.

The Effect of Work Involvement on Work Performance through Affective Commitment

The results of the analysis show that there is an indirect influence between work involvement and work achievement through affective commitment which means affective commitment is a mediating variable between work involvement and work achievement.

If the organization wants to improve work performance through work engagement variables mediated by affective commitment, it starts from a sense of pride in working for the organization, a strong sense of belonging to the organization, being willing to work harder to help the organization succeed, and telling good things about the organization. The dominant indicator of affecting affective commitment is a sense of pride in working for the organization and the lowest of its influence is to tell good things about the organization.

The results of this study are in accordance with research conducted by Sinulingga & Aseanty, (2017) ^[22] on 145 employees of Steak Restarant in South Jakarta who stated that affective commitment has a positive effect on work performance.

The Effect of Work Engagement on Job Performance through Job Satisfaction

The results of the analysis show that there is an indirect influence between work involvement and job performance which through job satisfaction which means job satisfaction is a mediating variable between work involvement and work performance.

If the organization wants to improve work performance through work engagement variables mediated by job satisfaction, it starts from the boss who provides support to employees, works with responsible people, promotion of positions, bosses have high motivation, are very happy with the level of responsibility in the work, the work is very interesting and enjoys working with friends. The dominant indicator of influencing job satisfaction is the boss who provides support to employees and the lowest influence is enjoying working with friends.

The results of this study are in accordance with research conducted by Sinulingga & Aseanty, (2017) ^[22] on 145 employees of Steak Restaurant in South Jakarta who stated that job satisfaction has a positive effect on job performance.

Conclusion

Based on the formulation of problems, hypotheses and discussions that have been stated in the previous chapter, the conclusions in this study are:

Work involvement has a positive effect on work performance, meaning that increasing work involvement will not necessarily increase work performance significantly. The dominant indicator of work involvement is emotional involvement in work and the lowest is that work is the most important part of life.

Work involvement has a significant positive effect on affective commitment, meaning that increasing work involvement will increase affective commitment. The dominant indicator of work involvement is emotional involvement in work and the lowest is that work is the most important part of life.

Work involvement has a significant positive effect on job satisfaction, meaning that increasing work involvement will increase job satisfaction. The dominant indicator of work involvement is emotional involvement in work and the lowest is that work is the most important part of life.

Affective commitment has a significant positive effect on work performance, meaning that increasing affective commitment will increase work performance. The indicator of affective commitment that predominantly affects work performance is a sense of pride in working for the organization and the lowest of its influence is to tell good things about the organization.

Job satisfaction has a significant positive effect on job performance, meaning that increasing job satisfaction will increase job performance. The indicator of job satisfaction that predominantly affects job performance is the boss who provides support to employees and the lowest influence is to enjoy working with friends.

Affective commitment is a mediating variable for the influence of work involvement on work performance, meaning that increasing affective commitment will help work involvement in improving work performance. An indicator of affective commitment that predominantly affects work performance is a sense of pride in working for the organization and the lowest of its influence is to tell good things about the organization.

Job satisfaction is a mediating variable for the effect of work involvement on job performance, meaning that increasing job satisfaction will help work involvement in improving work performance. The indicator of job satisfaction that predominantly affects job performance is the boss who provides support to employees and the lowest influence is to enjoy working with friends.

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