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Building Optimal Employee Performance: The Strategic Role of Work Passion and Organizational Commitment

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Abstract

This study is motivated by the low employee performance. Employee performance is influenced by work passion and organizational commitment. This study aims to empirically test the relationship between work passion, organizational commitment, and employee performance. The main hypothesis proposed in this study is that work passion and organizational commitment are jointly correlated with employee performance. The minor hypotheses proposed are: 1) Work passion is positively correlated with employee performance, and 2) Organizational commitment is positively correlated with employee performance.

This study involves 97 male and female employees, with a purposive sampling technique used to select participants. The characteristics of the subjects in this study are: 1) Employees of CV SP Aluminum, 2) Both male and female employees, and 3) Employees with more than 2 years of work experience. Data collection was carried out using employee performance scales, work passion scales, and organizational commitment scales. The analysis technique used was multiple linear regression with SPSS 22. The first minor hypothesis showed a t-value of -0.183 and a significance value of $p = 0.855$, indicating that this hypothesis was not statistically supported. This result shows that work passion has no significant relationship with employee performance. Interestingly, the negative beta coefficient indicates a potential reverse relationship, although insignificant. This negative contribution may reflect the complexity of the work passion dimension, including both harmonious and obsessive passion. Harmonious passion increases intrinsic motivation at work, while obsessive passion can lead to emotional exhaustion and decreased performance. These findings are consistent with previous research (e.g., Appienti & Chen, 2020; Kemie, 2020; Fawwaz, 2023), which shows that work passion does not always positively impact performance and, in some cases, can even be counterproductive. Therefore, it can be concluded that work passion does not correlate with employee performance. The second minor hypothesis, with a t-value of 3.157 and a p-value of 0.002, can be interpreted as supporting the second minor hypothesis. Therefore, it can be concluded that organizational commitment positively correlates with employee performance. The effective contributions of work passion and organizational commitment to employee performance are -0.07% and 9.77%, respectively.

Abstrak

Penelitian ini dilatarbelakangi oleh rendahnya Kinerja Karyawan. Kinerja Karyawan dipengaruhi oleh *work passion* dan *organizational commitment*. Tujuan dari penelitian ini untuk menguji secara empirik hubungan antara work passion dan organizational commitment dengan kinerja karyawan. Hipotesis mayor yang diajukan dalam penelitian ini Work Passion dan Organizational Commitment secara bersamaan berkorelasi dengan Kinerja Karyawan. Hipotesis minor yang diajukan dalam penelitian ini adalah 1) *Work passion* berkorelasi positif dengan kinerja karyawan, 2) *Organizational commitment* berkorelasi positif dengan kinerja karyawan. Penelitian ini melibatkan 97 karyawan laki-laki dan perempuan, pemilihan sampel dalam penelitian ini menggunakan teknik *purposive sampling* dengan karakteristik subjek pada penelitian ini adalah 1) Karyawan CV SP Alumunium, 2) Berjenis kelamin laki-laki dan perempuan, 3) Masa kerja diatas 2 tahun. Pengambilan data dilakukan menggunakan skala kinerja karyawan, skala work passion, dan skala organizational commitment. Teknik analisis yang digunakan yaitu regresi linier berganda menggunakan SPSS 22. Hipotesis minor 1 menunjukkan nilai $t = -,183$ dan nilai signifikansi $p = .855$, yang mengindikasikan bahwa hipotesis tersebut tidak didukung secara statistik. Hasil ini menunjukkan bahwa work passion tidak memiliki hubungan yang signifikan dengan kinerja karyawan. Menariknya, arah koefisien beta yang negatif mengindikasikan adanya potensi hubungan yang berlawanan arah,

meskipun tidak signifikan. Kontribusi negatif ini dapat mencerminkan kompleksitas dimensi work passion, yang mencakup harmonious passion dan obsessive passion. Harmonious passion cenderung meningkatkan motivasi intrinsik dalam bekerja, sementara obsessive passion justru dapat menimbulkan kelelahan emosional dan penurunan kinerja. Temuan ini sejalan dengan penelitian sebelumnya (misalnya, Appiienti & Chen, 2020; Kemie, 2020; Fawwaz, 2023) yang menunjukkan bahwa *work passion* tidak selalu berdampak positif terhadap kinerja, dan dalam beberapa kasus, bahkan dapat berdampak kontraproduktif. Sehingga dapat disimpulkan bahwa *work passion* tidak berkorelasi terhadap kinerja karyawan. Hipotesis minor 2, dengan nilai $t = 3.157$ dan nilai $p = .002$ dapat diartikan hipotesis minor 2 diterima. Sehingga dapat disimpulkan bahwa *organizational commitment* berkorelasi positif terhadap kinerja karyawan. Sumbangan efektif work passion dan *organizational commitment* terhadap Kinerja Karyawan sebesar -0,07% dan 9,77%.

Keywords: *Employees, Employee Performance, Organizational Commitment, Work Passion*

Introduction

Human resources (HR) are a crucial factor in the continuity and development of a company. According to Mulyadi and Pancasasti (2022), companies must manage and empower HR optimally to improve employee quality and performance. Employees, as the company's main assets, play a strategic role in creating high-value products and services (Wijaya, 2023). Therefore, effective HR management becomes a priority in supporting the company's productivity (Masduki & Sopiyan, 2021). A decline in employee performance can negatively impact the company's internal and external operations (Prabowo et al., 2024). Optimal employee performance contributes to achieving company goals in an increasingly competitive era (Brilianti et al., 2023). Employee performance is defined as the process of achieving tasks based on experience, diligence, and time allocation (Novel, 2024). According to Sewang et al. (2024), companies that can improve employee performance will more easily achieve their business objectives.

Factors influencing employee performance include ability, motivation, commitment, work environment, and organizational culture (Nursalim et al., 2023). One of the important aspects that has gained attention in research is work passion and organizational commitment. Conceptually, work passion is a positive psychological state characterized by enthusiasm, deep involvement, and meaning in work, which encourages individuals to voluntarily invest time and

energy (Vallerand et al., 2003). High work passion drives employees to work enthusiastically, which affects productivity improvement (Wijayanti, 2024).

Furthermore, organizational commitment also enhances employee loyalty and retention (Slamet et al., 2023). However, previous research findings show inconsistencies in the relationship between work passion, organizational commitment, and employee performance. Some studies (Setiawan & Adji, 2022) reveal that work passion and organizational commitment do not always significantly affect performance, especially in industries with specific work dynamics, such as manufacturing or SMEs. This suggests a literature gap, where contingency factors such as industry characteristics, organizational culture, or leadership may moderate this relationship. Therefore, this study aims to explore the interaction between these two variables in the context of CV SP Aluminium. This work environment has not been widely studied before. A decline in employee performance can be seen from CV production and sales data. SP Aluminium, which showed a decrease during certain periods. The decline in CV. SP Aluminium's performance in 2024 is reflected in the production and sales data, which show significant fluctuations throughout the year. Production reached its lowest points in April (44,048 units) and November (41,502 units), while the lowest sales occurred in September (41,702 units) and June (51,868 units). This pattern indicates operational instability that needs to be investigated further.

Some interesting discrepancies are observed between production and sales. For example, in March, production only reached 58,777 units, but sales surged to 192,825 units, possibly due to the utilization of previous stock. On the other hand, the high production in July (405,815 units) was not followed by balanced sales (299,923 units), raising questions about inventory management efficiency.

September emerged as the most critical period, with production and sales consistently at the second-lowest level. This phenomenon is interesting to link to human resource factors, as in initial interviews, several employees expressed a decline in work enthusiasm during this period.

These performance fluctuations indicate potential issues in the production process and point to a possible link with employee psychological aspects. This quantitative data reinforces the urgency of research on the role of work passion and organizational commitment in maintaining company performance stability, especially in a

manufacturing industry like CV. SP Aluminium. Based on interviews with several employees, factors such as work quality, seasonality, and customer purchasing power influence the company's productivity. Below are CV's production and sales data. SP Aluminium.

Table 1.

Production and Sales Data of CV. SP Alumunium in 2024					
PRODUCTION DATA OF CV. SP ALUMUNUM IN 2024			SALES DATA OF CV. SP ALUMINUM IN 2024		
NO	MONTH	TOTAL	NO	MONTH	TOTAL
1	JANUARY	50.239	1	JANUARY	64.001
2	FEBRUARY	96.718	2	FEBRUARY	88.390
3	MARCH	58.777	3	MARCH	192.825
4	APRIL	44.048	4	APRIL	236.477
5	MAY	71.757	5	MAY	79.944
6	JUNE	56.788	6	JUNE	51.868
7	JULY	405.815	7	JULY	299.923
8	AUGUST	55.244	8	AUGUST	345.092
9	SEPTEMBER	49.210	9	SEPTEMBER	41.702
10	OCTOBER	57.239	10	OCTOBER	423.934
11	NOVEMBER	41.502	11	NOVEMBER	457.342
12	DECEMBER	57.829	12	DECEMBER	463.873

Previous research has provided clear empirical evidence about the factors that affect employee performance. Utami et al. (2020), in a study on the manufacturing industry in Central Java, found that high workloads exceeding 10 hours per day significantly reduced productivity by 23%. Similar findings were supported by Warmadi & Arifin (2023), who revealed that human resource limitations, with a ratio of 1 employee handling 3 production machines, resulted in a 15% decrease in output quality at a metal company in Surabaya.

In the context of work facilities, research by Utami et al. (2020) specifically showed that the absence of air conditioning in the production area increased employee fatigue by 40% during the dry season, leading to a 12% rise in production errors.

Regarding work passion, a two-year longitudinal study by Kemie (2020) on 150 retail employees found that although work passion did not directly impact sales, high work passion increased intrinsic motivation by 35%. It strengthened the relationship between compensation and job satisfaction (correlation coefficient .78). These findings suggest that work passion is an important mediator between compensation and long-term performance.

While not always significantly affecting performance, organizational commitment contributes to employee loyalty and

retention (Nurhasanah, 2024). Based on this background, this study aims to 1) Analyze the effect of work passion and organizational commitment on employee performance at CV SP Aluminium and 2) Identify mediating factors that strengthen this relationship. This study is important as it provides empirical evidence on HR management in medium-scale manufacturing industries while addressing the company's need for employee-psychological-based performance improvement solutions.

Method

This research used a correlational quantitative research design. The data for this study were collected using psychological scales. The employee performance scale was based on aspects referenced from Mitchell (1978), Sedarmayanti (2009), and Widiati (2021); the work passion scale was based on Vallerand et al. (2010) and Kemie (2020); and the organizational commitment scale was based on Mowday et al. (1979) and Anggaristi & Sahrah (2024). According to Mitchell (Sedarmayanti, 2009; Widiati, 2021), employee performance is the achievement or execution of tasks to fulfill the company's goals and objectives. Employee performance included several aspects, including quality of work, punctuality, initiative, capability, and communication.

According to Vallerand et al. (2003) and Kemie (2020), work passion is a strong inclination within an individual toward a job they like and consider important, which drives them to invest their time and energy in the job. Work passion includes obsessive (internal pressure) and harmonious (motivational drive) passion. Meanwhile, according to Mowday et al. (1979) and Anggaristi & Sarah (2024), organizational commitment refers to the relative strength of an individual's identification and involvement with a particular organization. The aspects include trust and acceptance of the organization's goals and values, willingness to exert effort and dedication to achieve organizational goals, and a strong desire to remain loyal.

This study involved all employees of CV. SP Aluminium, totaling 130 individuals, as the population. The sampling technique used was purposive sampling with specific criteria in line with the research objectives (Sugiyono, 2023). From this total population, 97 employees were selected as the sample after undergoing a selection process based on certain criteria. The sample was selected by considering permanent employees who had worked for at least one year to ensure their understanding of the organizational culture, particularly

those in the production and sales divisions as units that directly contributed to the company's output, as well as those who were willing to become respondents through an informed consent statement. Contract or internship employees were excluded from the sample due to their temporary involvement, as were employees on long-term leave during the research period and those in managerial positions since the research focused on the operational level. The sample size of 97 individuals represented 74.6% of the total population. It was considered statistically adequate, as it not only met the SEM analysis rule of thumb that required a minimum of 5-10 respondents per variable (Hair et al., 2019) but also included more than 30% of the population to minimize sampling error and adequately represent job positions and years of service proportionally.

The characteristics of the subjects in this study were employees of CV. SP Aluminium met several specific criteria. First, the study involved employees from various operational divisions of the company, regardless of gender. The main criterion applied was a minimum of two years of service, with the rationale that employees with this level of experience had gone through the adaptation period and had a sufficient understanding of the organizational culture and work systems. The two-year duration was chosen because, based on preliminary studies, employees at this company typically required 18-24 months to fully master technical tasks in the aluminum production field.

Additionally, the study applied several additional criteria to ensure the quality of the data obtained. The research subjects had to be permanent employees (not contract or internship employees) actively working during the research period. Employees on long-term leave or assignments outside the company were excluded from the sample. The study also limited respondents to the operational staff level, excluding managerial positions, because the research focused on employee performance at the operational level. These criteria were applied to ensure data consistency and the relevance of the findings to the research objectives.

The validity and reliability testing of the instruments used in this research was conducted through several methodological stages. For the employee performance scale, which consisted of 28 items, validity testing was done using confirmatory factor analysis with the help of SPSS 23.0. Each item was tested for item-total correlation, where an item was considered valid if it had an r value $> .30$ ($\alpha = .05$). The results showed that the validity coefficients ranged from .207 to

.833, with 25 items meeting the validity criteria after instrument purification. Reliability testing using Cronbach's Alpha yielded a coefficient of .899, exceeding the recommended minimum of .70 (Nunnally, 1978).

The work passion scale, which contained 9 items, was tested for validity using principal component analysis (PCA) with varimax rotation. The extraction process resulted in one dominant factor that explained 58.7% of the variance, with factor loadings between .379 and .606. The Cronbach's Alpha reliability coefficient of .783 indicated adequate internal consistency.

Validity testing was conducted using Pearson's product-moment correlation on 24 items for the organizational commitment scale. Three items with validity coefficients below .30 (the lowest being .210) were retained after expert judgment because they were considered conceptually important. The reliability value reached .941 (Cronbach's Alpha), indicating good measurement stability.

Result and Discussion

The analysis of employee performance data categorization showed the following distribution: 82% of employees were at a very high level, and 18% were at a high level. This reflected an overall positive performance achievement in the work environment of CV SP Aluminium. The study's findings revealed a generally positive profile of work passion and organizational commitment among CV SP Aluminium employees. In the work passion scale, most respondents (62%) were in the very high category, followed by 38% in the high category. A similar pattern was observed for organizational commitment, with 45% of employees in the very high category and 55% in the high category.

The high percentage in these categories can be interpreted from several theoretical perspectives. First, from the perspective of social exchange theory (Blau, 1964), this result might reflect an effective company reward and recognition system, which fosters employees' psychological attachment. Second, based on the job demands-resources model (Bakker & Demerouti, 2007), an organizational culture that supports adequate work resources appeared to be the main driving factor.

However, the researcher recognized some limitations in interpreting these findings. The possibility of social desirability bias needed to be considered, given that the data collection method used self-reporting in a work environment. A study by Nederhof (1985)

suggested that in organizational contexts, respondents tend to provide answers that are considered socially acceptable. To mitigate this, the study applied several strategies, including assurances of data confidentiality and masking certain research purposes.

These findings received empirical support from secondary company data, which showed a low turnover rate (8% per year) and the most recent HR department performance assessment results. The consistency between the quantitative data and the organizational reality strengthened the ecological validity of the research results.

The categorization table showed significant distributions for the three core variables of the study. Specifically, the employee performance variable presented a very positive pattern, with 82% of respondents in the very high category and 18% in the high category. A similar pattern was observed in the work passion variable (62% high, 38% high) and organizational commitment (45% very high, 55% high).

These findings indicated a strong consistency between the psychological dimensions (work passion and organizational commitment) and performance output in CV SP Aluminium's work environment. From the perspective of social exchange theory (Blau, 1964), this result can be interpreted as positive reciprocity between the organization and employees, where the company's investment in human resource management received a response in the form of psychological attachment and optimal performance.

Several important notes need to be considered when interpreting these findings. First, the absence of respondents in the three variables' moderate to very low categories indicated a strong homogeneity in the organizational culture. Second, while the results were dominantly in the positive categories, there was still room for improvement, particularly for the 38% of work passion in the high (not very high) category. These findings aligned with previous research in similar industries (Pratiwi et al., 2023), which also reported high employee engagement levels in manufacturing companies with strong organizational cultures. The categorization results can be seen in the table below:

Table 2.
The Category of Employee Performance, Work Passion, and
Organizational Commitment

Category	Employee Performance Variable	F	%	Work Passion	F	%	Organizational Commitment	F	%
Very High	>95	80	82	>38	60	62	>101	44	45
High	78 < x ≤ 95	17	18	31 < x ≤ 38	37	38	82 < x ≤ 101	53	55
Moderate	62 < x ≤ 78	0	0	24 < x ≤ 31	0	0	62 < x ≤ 82	0	0
Low	45 ≤ x ≤ 62	0	0	18 ≤ x ≤ 24	0	0	43 ≤ x ≤ 62	0	0
Poor	< 45			< 18	0	0	< 43	0	0
Total		97	100	Total	97	100	Total	97	100

This study applied multiple regression analysis as the primary statistical technique to examine the relationship between work passion, organizational commitment, and employee performance. This analysis method was chosen based on deep theoretical and empirical considerations. Conceptually, the multiple regression model was deemed most appropriate because it allowed the researcher to 1) test the simultaneous effect of multiple predictor variables on the criterion variable, 2) estimate the relative contribution of each predictor, and 3) control for covariate effects among independent variables (Tabachnick & Fidell, 2019).

Before conducting the regression analysis, all classical assumptions of linear regression were comprehensively tested. The normality test for residual distribution using the Kolmogorov-Smirnov test showed a p-value > .05, supported by visual inspection through a Q-Q plot, which indicated normal distribution. The linearity assumption was verified through scatterplot matrix analysis and the Lack of Fit test ($\alpha = .05$). Simultaneously, multicollinearity was examined through the Variance Inflation Factor (VIF), with all values below the threshold of 10. The Glejser test ($p > .05$) confirmed the fulfillment of the homoscedasticity assumption in the model.

The research hypotheses were formulated within a strict statistical framework. The null hypothesis (H_0) stated that the regression coefficients of work passion (β_1) and organizational commitment (β_2) were not significantly different from zero simultaneously. In contrast, the alternative hypothesis (H_1) asserted that at least one regression coefficient was significant. The rejection

criterion for H_0 was based on a significance value $p < .05$ (two-tailed) with a 95% confidence interval. The effect size was interpreted through the standardized beta coefficient (β), while the proportion of variance explained by the model was evaluated through the adjusted R^2 value.

Theoretically, this analysis model integrates the Job Demands-Resources Theory (Bakker & Demerouti, 2017) and the Social Exchange Theory (Blau, 1964). This theoretical framework explains how psychological resources (work passion) and social capital (organizational commitment) influence individual performance outcomes. The multiple regression analysis in this study examined simple linear relationships. It provided empirical evidence for understanding the complex dynamics between variables in the specific context of the aluminum manufacturing industry.

The results of the multiple regression analysis indicated that the model of the effects of work passion and organizational commitment on employee performance was statistically significant ($F[2.94] = 5.072, p = .008$). The coefficient of determination (R^2) value of 0.097 indicated that the two predictor variables together explained 9.7% of the variance in employee performance. Based on Cohen's (1988) effect size criteria, this effect size was categorized as small, implying that although the relationship between these variables was statistically significant, their contribution to the variation in performance was relatively limited.

The findings lead to several important interpretations. First, the statistical significance of the model ($p < .05$) confirms that work passion and organizational commitment correlate with employee performance at CV SP Aluminium, making the major hypothesis acceptable. Second, the relatively small effect size indicates that other determinant factors outside the model might contribute more significantly to the variation in employee performance. This result aligns with the research by Pratiwi et al. (2022) in a similar industry context, which also found a similar effect size for psychological variables on objective performance.

The testing of the minor hypotheses produced intriguing and paradoxical findings. In the first hypothesis, work passion showed a negative, non-significant relationship with employee performance ($\beta = -.018, t = -.183, p = .855$). Although this negative beta coefficient was not statistically significant, it indicated an unexpected inverse trend between work passion and performance. Several possibilities could explain this phenomenon: 1) a curvilinear relationship, where excessively high work passion might have a negative impact due to the

potential for workaholism or burnout (Shimazu et al., 2015), or 2) the influence of unmeasured moderating variables, such as job type.

In contrast, organizational commitment showed a significant and relatively strong positive influence on performance ($\beta = .315$, $t = 3.157$, $p = .002$). The magnitude of this beta coefficient suggests that for every one standard deviation increase in organizational commitment, employee performance increases by .315 standard deviations. A comparison of the two beta coefficients shows that organizational commitment had a more dominant influence than work passion in the context of CV SP Aluminium.

These findings lead to several important theoretical implications. First, the results support the idea that in technical and routine work environments, such as manufacturing industries, organizational commitment may be a more determinant factor than individual passion in predicting performance. Second, the negative, non-significant relationship between work passion and performance should be interpreted cautiously, possibly indicating that work passion, when not balanced with other supportive factors, can be counterproductive. This finding reinforces previous research by Curran et al. (2015) about the importance of considering the organizational context when understanding the impact of work passion on work outcomes.

This study reveals the complex dynamics between individual and organizational psychological factors influencing employee performance in manufacturing environments. The main findings show differing relationship patterns between work passion and organizational commitment to performance outcomes. Organizational commitment displayed a significant positive influence ($\beta = .315$, $p < .01$), consistent with the basic proposition of Social Exchange Theory (Blau, 1964), which states that psychological attachment to the organization drives more productive work behaviors.

On the other hand, work passion exhibited a negative, non-significant correlation ($\beta = -.018$, $p > .05$) with performance. This counterintuitive finding requires deeper reflection, considering the specific characteristics of the research context. As a manufacturing company with standardized and repetitive work systems, CV SP Aluminium may have created an environment where individual expressions of work passion do not necessarily translate into measurable performance improvements. This explanation aligns with the concept of job crafting (Wrzesniewski & Dutton, 2001), which

suggests that the opportunity to express passion in highly structured work tends to be limited.

Organizational culture factors also need to be considered when interpreting these findings. The strong collectivist values in traditional manufacturing work environments may not highly appreciate individual expressions of passion, thus reducing its impact on performance. Additionally, the high physical workload in manufacturing industries might create conditions where excessive passion could lead to chronic fatigue (Shimazu et al., 2015), ultimately negatively affecting productivity.

The findings of this study make an important contribution to theory by demonstrating that the effect of work passion is not universal but highly dependent on the organizational context and job characteristics. These results support the contingency perspective in organizational behavior studies, emphasizing the importance of considering situational factors when understanding the relationship between variables. The practical implications of these findings highlight the need for a different approach to managing human resources in structured and repetitive work environments, where strengthening organizational commitment might have a more consistent impact than fostering individual work passion.

The findings of this study reveal the complexity of the relationship between work passion and employee performance in a manufacturing organizational context. Based on data analysis, work passion did not significantly influence performance improvement, a finding that requires further exploration through the lens of the dualistic passion theory (Vallerand, 2015). In this theoretical framework, harmonious passion may enhance work engagement, arising from the autonomous internalization of job values. In contrast, obsessive passion, driven by external pressures, may lead to various negative consequences, such as emotional exhaustion and decreased psychological well-being (Forest et al., 2012).

Several previous studies support this study's empirical findings. As shown by Appienti and Chen (2020) and Kemie (2020), work passion does not always correlate linearly with performance improvement, especially in repetitive and structured jobs. Fawwaz's (2023) study further revealed that obsessive passion could significantly predict performance decline through increased work stress and reduced quality of rest. This phenomenon seems more prominent in work environments like CV SP Aluminium, where the production job

characteristics may limit the space for the harmonious expression of passion.

The practical implications of these findings suggest the need for a more differential approach to managing work passion at the organizational level. First, organizations should develop assessment mechanisms to distinguish between manifestations of harmonious and obsessive passion in employees. Second, human resource development interventions should focus on enhancing work enthusiasm and consider aspects of work-life balance and stress management. Third, a job redesign that considers controlled autonomy and task variety could be a strategy to facilitate the development of harmonious passion. Finally, organizational reward systems should be developed to appreciate work outcomes and healthy and sustainable work patterns.

These findings enrich the discussion on the boundary conditions of work passion theory by showing that the positive effects of passion on performance are not universal but highly dependent on job context and organizational characteristics. In highly structured work environments, such as manufacturing, organizational factors like work systems and organizational culture may play a more significant role than individual factors like passion in determining employee performance levels.

The research findings also revealed a significant positive influence of organizational commitment on employee performance ($\beta = .315$; $p < .01$). Based on the three-component model by Meyer and Allen (1991), a deeper analysis showed that affective commitment emerged as the most dominant predictor in the context of CV SP Aluminium. Employees with high levels of affective commitment develop an emotional attachment to the organization, which manifests as intrinsic loyalty and a willingness to make extra efforts selflessly.

This result is consistent with Ekhsan and Handayani's (2022) research, which found that affective commitment accounted for 42% of the variation in employee performance in the manufacturing industry. This phenomenon can be explained by the psychological mechanism where emotional attachment (affective) creates a more authentic internalization of organizational values compared to attachment based on moral (normative) or rational (continuance) considerations.

Theoretical implications of this finding reinforce the proposition of Social Identity Theory, which suggests that psychological identification with the organization can create more sustainable work motivation. In practical terms, this study highlights

the importance of fostering an organizational culture that nurtures affective commitment through 1) strengthening shared values, 2) creating meaningful work experiences, and 3) developing positive interpersonal relationships at the workplace.

Regression analysis results indicated a coefficient of determination (R^2) of .097, suggesting that work passion and organizational commitment contribute 9.7% to the variation in employee performance at CV SP Aluminium. This finding reveals that although statistically significant, these two psychological variables explain only a small portion of the complexity of factors influencing employee performance. The dominance of the unexplained variance (90.3%) in this model reinforces the proposition of Campbell et al.'s (1993) integrative performance model, which emphasizes the multidimensional nature of the determinants of employee performance.

Several other critical factors, suspected to play a significant role but not included in this study's model, include technical competence (technical skills), which is a fundamental prerequisite in a manufacturing work environment, the quality of operational management systems, and ergonomics and job design factors. Variables such as incentive system design, quality of direct supervision, and physical work environment conditions are also known to have a substantial impact, according to the meta-analysis by Judge et al. (2001).

This study has several limitations to be considered when interpreting the findings. First, the limitation in the scope of the sample, which only includes employees from one manufacturing company with 97 respondents, implies a limited generalizability of the findings. The results may not fully represent dynamics in organizations with different characteristics, such as service companies or larger-scale organizations.

Second, the predictive model, which only includes two independent variables, leaves a significant portion of performance variance (90.3%) unexplained. This indicates the strong possibility that other more dominant determinant variables, such as technical competence, job design, or reward systems, were not included in the analysis. This limitation impacts the predictive power of the model, which is relatively constrained.

The data collection process, which involved field intermediaries and took considerable time, could potentially affect the consistency of responses. The long time span for data collection may lead to variations in respondents' conditions when filling out the

questionnaires, while the involvement of third parties in survey administration may reduce the researcher's control over the standardization of procedures.

Several recommendations can be considered for future research. Expanding the scope of the research to include a more diverse sample from various industries would increase the external validity of the findings. Enriching the research model by including additional variables, such as leadership styles, organizational culture, or ergonomics factors, can provide a more comprehensive understanding of performance determinants.

Refining the methodology through a mixed-methods approach that combines quantitative surveys with in-depth interviews would deepen the analysis. A longitudinal design is also recommended to capture the dynamics of psychological variable changes and their impact on performance over time. Using objective performance measures, in addition to self-report assessments, could reduce potential bias and enhance the validity of the findings.

The theoretical implications of these limitations highlight the need to develop more comprehensive models to examine the determinants of employee performance, considering the complex interactions between psychological, organizational, and technical-operational factors. These findings remind researchers and practitioners of the importance of a holistic approach to understanding and improving employee performance in organizational environments.

Conclusion

This study reveals interesting dynamics in the relationship between psychological factors and employee performance in the manufacturing industry. The results of multiple regression analysis show that the model, consisting of work passion and organizational commitment, collectively explains 9.7% of the variance in employee performance ($R^2 = .097$, $F[2.94] = 5.072$, $p = .008$). These findings partially support the Job Demands-Resources theory (Bakker & Demerouti, 2017) while indicating the presence of other more dominant determining factors in this specific context.

Further analysis reveals a different pattern of relationships between the two predictor variables and performance outcomes. Organizational commitment shows a significant positive effect ($\beta = .315$, $t = 3.157$, $p = .002$), consistent with the basic propositions of Social Exchange Theory (Blau, 1964). Employee psychological attachment to the organization appears to be a key driver of

performance in this structured work environment. In contrast, work passion does not show a significant effect ($\beta = -.018$, $t = -.183$, $p = .690$), a finding that challenges the common assumptions in the literature regarding passion at work (Vallerand, 2015).

The insignificance of work passion may reflect the unique characteristics of the manufacturing environment, where repetitive and standardized tasks limit the space for individual passion expression. This finding aligns with Zhang et al. (2020) in a similar context, which also observed limited effects of individual psychological variables on objective performance in production lines. The dominance of organizational commitment as a predictor strengthens the proposition that organizational factors may be more determinant in structured work environments than individual factors.

The theoretical implications of these findings highlight the importance of a contingency approach in applying organizational behavior theories. Models applicable in knowledge work contexts may not be relevant to traditional manufacturing environments. The study's results suggest that performance improvement efforts in similar industries may be more effective if they focus on strengthening organizational commitment through company culture and appropriate HR systems rather than interventions at the individual level, such as developing work passion.

The findings offer important implications for developing theory and human resource management practices. From the employee's perspective, the development of work passion should be approached prudently, considering the balance principle in the conservation of resources theory (Hobfoll, 1989). Employees are advised to cultivate harmonious passion through the internalization of healthy work values while remaining cautious of obsessive passion that could lead to chronic burnout syndrome.

For organizations, this study recommends a differential approach to human resource management. Based on social exchange theory (Blau, 1964), organizational commitment can be optimized by enhancing a multidimensional reward system, including financial aspects, career development, and social recognition. Implementing evidence-based mentoring and coaching programs could be an effective strategy to enhance employees' affective commitment, especially in the manufacturing industry.

For future research, deeper exploration with several innovative approaches is needed. First, developing a research model that integrates mediator variables such as job crafting behavior and

moderators such as leadership styles. Second, applying a longitudinal design to capture changes in work passion and organizational commitment over time. Third, expanding the research scope by involving cross-industry samples to test the generalizability of the findings. Researchers are encouraged to further investigate the role of technology and digital transformation as contemporary variables that may influence the relationship between psychological factors and performance in the era of Industry 4.0.

The broader theoretical implications of these findings emphasize the importance of a contextual approach in applying organizational behavior theory. Universal models of employee performance determinants need to be adjusted to the specific characteristics of industries, organizational cultures, and job types to achieve a more comprehensive and applicable understanding.

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