

The Effect of Affective Commitment and Work Motivation on Employee Performance at PT. Asrindo Citraseni Satria Minas

Yolanda Hafizah¹, Kurniawaty Fitri², Prima Andreas Siregar³

¹⁻³ Program Studi S1 Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Riau

Article Info

Article history:

Received March, 2026

Revised March, 2026

Accepted March, 2026

Keywords:

Affective Commitment

Work Motivation

Employee Performance

PT. Asrindo Citraseni Satria

Minas

SPSS 25

ABSTRACT

This study aims to analyze the influence of affective commitment and work motivation on employee performance at PT. Asrindo Citraseni Satria Minas. This study uses a quantitative approach with a questionnaire distribution method. The population in this study were office employees at PT. Asrindo Citraseni Satria Minas, with a sampling technique using saturated samples. Data were analyzed using multiple linear regression tests with the help of SPSS 25. The results showed that commitment has a negative and insignificant effect on employee performance. In addition, work motivation has a positive and significant effect on employee performance. Simultaneously, affective commitment and work motivation together have a significant effect on employee performance.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Name: Kurniawaty Fitri

Institution Address: Universitas Riau, Bina Widya, Jl HR. Subrantas KM. 12,5, Kel. Simpang Baru, Panam, Kec.

Tampan, Pekanbaru, 28293

e-mail: yolandahafizah4@gmail.com

1. INTRODUCTION

In general, every company aims to achieve its predetermined goals and objectives. Human resources play a crucial role in achieving the success and objectives of an organization. These human resources support the organization with their work, talent, and drive. Employees are a valuable company asset that must be well-managed to ensure they make optimal contributions and achieve company goals. However, companies often encounter obstacles in efficiently assessing employee performance. Therefore, performance plays a crucial role in an organization.

Employee performance is crucial for companies to pay attention to because it is one indicator of company success. Performance is a behavior produced on a task that can be

observed and evaluated. An employee's performance represents the contribution an individual makes to achieving organizational goals [1].

PT. Asrindo Citraseni Satria Minas is a service company with organizational characteristics that demand coordination, discipline, and consistent service quality. The company was founded in December 1990, with its primary project being land transportation services, providing light vehicles and heavy equipment rentals.

As a service company, it is crucial for PT. Asrindo Citraseni Satria to maintain consistency in providing quality services. PT. Asrindo Citraseni Satria Minas continuously strives to improve the company's quality. This effort ensures the company can provide quality assurance to stakeholders, thereby

ensuring that its operations meet expectations. If the company consistently strives to provide quality assurance and implements this effort, it is hoped that the company's quality will also continue to improve. Employees are a crucial component of the company, as their role is closely linked to the success of the company's operations. PT. Asrindo Citraseni's employee performance can be assessed based on their ability to realize plans and program targets.

The performance of PT. Asrindo Citraseni Satria employees over the past five years, as reported by HRD reports, shows fluctuations. This could indicate problems with factors affecting employee performance, which often lead to inconsistent performance.

Employee performance at PT. Asrindo Citraseni Satria is assessed based on indicators of attendance, responsibility, and cooperation. In the Attendance indicator, the highest dominant score has decreased significantly, from 90 in 2020 and 2021 to 80 in 2024. Furthermore, the Teamwork indicator shows a very disturbing pattern: the number of employees scoring low (75 and 70) has increased sharply. Meanwhile, the Responsibility indicator shows relative stability, with many employees maintaining a score of 85. The decline in employee performance, particularly in the attendance and teamwork indicators, indicates that employee performance is no longer at the level expected by the organization.

Furthermore, another factor influencing employee performance is affective commitment [2]. Affective commitment is an employee's emotional attachment to the organization that motivates individuals to give their best effort at work. Employees with a high level of affective commitment tend to demonstrate better performance due to a sense of belonging, alignment of values, and a desire to contribute optimally to achieving organizational goals [3].

To obtain an overview of affective commitment, researchers conducted a preliminary survey of 10 respondents who were office employees at PT. Asrindo Citraseni Satria Minas. The pre-survey results

revealed several indicators of affective commitment that remain problematic, as indicated by the results of the pre-survey. More than 50% of employees who completed the pre-survey stated that they felt uncomfortable at work due to the monotony of daily work, which led to boredom and the perception that work was merely something to do for the sake of being busy. This led to a lack of emotional connection between employees and their work or organization. Furthermore, some employees lacked the desire to remain with the company; they believed that if a more lucrative offer were available outside the organization, they would seize the opportunity.

Besides affective commitment, motivation influences employee performance [2]. Herzberg, through his Two-Factor Theory, explains Motivating factors such as self-development and recognition from superiors can increase employee satisfaction and performance, while supportive working conditions play a role in maintaining morale and sustaining performance [4].

Researchers conducted a preliminary survey of 10 respondents, office employees at PT. Asrindo Citraseni Satria Minas. It was found that employee motivation remains a challenge for the company. Based on the pre-survey, more than 50% of employees felt unmotivated due to a lack of development and attention from superiors, as well as unsupportive working conditions for completing tasks.

Decreased performance caused by a lack of affective commitment and work motivation can be addressed by strengthening the emotional bond between employees and the company. Organizations need to create a supportive work environment through two-way communication, involving employees in the decision-making process, and ensuring clarity regarding job roles and objectives. Furthermore, improving the quality of collaborative and supportive leadership can help foster a sense of ownership and emotional connection between employees and the company, thereby encouraging them to contribute optimally.

Furthermore, to increase work motivation, it is important to improve motivating factors such as opportunities for career development, recognition for achievements, and an improved work environment. Continuous training programs, fair and transparent reward systems, and non-financial recognition from superiors can be key motivators for employees. These steps are expected to increase employees' intrinsic motivation to excel, which ultimately positively impacts their performance.

A novel aspect of this research lies in the discovery that emotional commitment does not always have a positive impact on performance, but in certain situations can show signs of performance decline if not supported by adequate work motivation. This research also presents a conceptual innovation by making work motivation a balancing element in the relationship between emotional commitment and performance. This finding presents a new perspective for management that strengthening emotional relationships must be complemented by motivational enhancement strategies so that employee performance can be improved sustainably.

2. LITERATURE REVIEW

2.1 *Employee Performance*

Employee performance is the work results achieved by individuals according to their roles and responsibilities within an organization over a specific period. Performance reflects the level of achievement of organizational goals, which is influenced by the employee's abilities, motivation, and job opportunities. Employee performance is measured not only by work output but also by work behaviors that support organizational effectiveness, such as discipline, commitment to tasks, and the ability to work collaboratively [5], [6]. Factors influencing employee performance include work

commitment and motivation (Kasmir, 2016). Employee performance indicators include (1) attendance, (2) responsibility, and (3) cooperation (PT. Asrindo Citraseni Satria Minas 2020-2024).

2.2 *Affective Commitment*

Affective commitment is a form of organizational commitment that reflects employees' emotional attachment, identification, and involvement with the organization. Employees with high affective commitment tend to feel proud to be part of the organization and have a strong desire to contribute optimally. Affective commitment encourages employees to work based on their own volition, rather than pressure or obligation, thus potentially improving the quality and consistency of employee performance. Employees' emotional attachment to the organization fosters a sense of responsibility, work involvement, and a willingness to exert extra effort in completing tasks. Therefore, employees with high affective commitment tend to demonstrate better performance due to the alignment between individual and organizational goals (Meyer et al., 2020; [7], [8]). Indicators of affective commitment are (1) a desire to be a member of the organization, (2) involvement in achieving organizational goals, and (3) emotional involvement [9].

2.3 *Work Motivation*

Work motivation is an internal or external drive that drives individuals to perform optimally in order to achieve organizational goals. Work

motivation plays a crucial role in improving employee performance through two groups of factors: motivators and hygiene factors. Motivator factors, such as opportunities for self-development and recognition from superiors, promote satisfaction and high performance, while hygiene factors, such as working conditions and company policies, prevent dissatisfaction that can decrease productivity. Therefore, motivated employees tend to perform better, be more productive, and be committed to organizational goals [4], [10]. Indicators of work motivation include development, working conditions, and recognition from superiors [11], [12].

3. METHODS

This research was conducted at the office of PT. Asrindo Citraseni Satria Minas, located on Jalan Yos Sudarso Km. 27, Minas Jaya Subdistrict, Minas District. The researcher sought to determine the influence of affective commitment and work motivation on employee performance at PT. Asrindo Citraseni Satria Minas.

According to Ketut Swarjana (2022), a population is the entire group of individuals, groups, or objects from which research results are to be generalized. The population in this study was 51 office employees at PT. Asrindo Citraseni Satria.

A sample is a portion of the population selected to represent the characteristics of the population in a study so that researchers can conduct more effective analysis [13]. In determining the number of samples to be processed from the total population, appropriate sampling techniques must be used to ensure the data obtained is truly representative. In this study, the technique used was saturated sampling, a sampling method where all members of a population are sampled because the population size is relatively small or is

deemed capable of providing comprehensive information [13]. The population in this study consisted of 51 employees, therefore, the sample used was 51 employees because it used saturated sampling.

In this study, the researcher employed descriptive quantitative research. Descriptive research is conducted by describing or depicting the facts as they are and without the intention of drawing general conclusions or generalizations. This was done for the purpose of data analysis. The variables linked in this study are the independent variables, namely affective commitment (X1) and work motivation (X2), and the dependent variable, employee performance (Y).

The data sources in this study are primary and secondary data. Primary data is the type and source of research data obtained directly from primary sources (without intermediaries), whether individuals or groups. Therefore, the data is obtained directly. Primary data is specifically used to answer the research questions. The author collected primary data by distributing questionnaires and conducting interviews with parties related to the research. Secondary data is a source of research data obtained indirectly through intermediaries (obtained or recorded by other parties). The author obtained secondary data used in this study in the form of literature, e-books, articles, and performance data obtained directly from the company.

In this study, data processing was carried out using SPSS 25. Furthermore, the measurement tool used in this study was a questionnaire containing statements. The questionnaire was developed based on previously formulated theoretical studies. These theories were then developed into indicators, which were then further developed into statements.

The use of analytical methods is crucial because they have meaning and significance that can solve the problems encountered [14]. In conducting quantitative analysis, the influence must first be identified. This can be seen from the activities after collecting respondent data that can represent the population and analyzing the hypothesis

test to facilitate the writing of the thesis and then easily processed using SPSS (Statistical Package for Social Sciences) to test the research hypothesis.

The initial step in this research was validity testing. Validity is the extent to which the data collected in a study accurately reflects the actual events that occurred among the research subjects, and the reliability of the researcher's report. Validity is determined by examining the significance value. If the probability value is <0.05 , the statement is invalid, as evidenced by the calculated t-test. If the calculated t-test is $>t$ -table, it is considered valid.

Next, a reliability test is performed. Reliability is the consistency and stability of the data. It can also be defined as an indicator that produces consistent results, or an indicator whose measurements have relatively similar values. [15] assert that a reliability value above 0.70 indicates a strong inter-item relationship, thus categorizing the instrument as reliable. Therefore, the threshold used to evaluate instrument reliability is 0.70, based on the Cronbach's alpha value.

After conducting validity and reliability tests, the next step is a normality test. The normality test is a crucial step in statistical analysis to determine whether the data is normally distributed. The results of the normality test can be viewed using statistical and visual methods, such as: The Kolmogorov-Smirnov or Shapiro-Wilk test, as well as the P-P plot, are used to examine the data. Data are considered normally distributed if the p-value is greater than 0.05, indicating no significant difference between the data distribution and the theoretical normal distribution [16].

A multicollinearity test is conducted to ensure that the independent variables (affective commitment and work motivation) are not highly correlated with each other when used simultaneously to predict employee performance. If the VIF value is <10 and the tolerance value is >0.10 , the model can be concluded to be free from multicollinearity, thus ensuring statistical validity in interpreting the influence of affective

commitment and work motivation on employee performance [17].

The heteroscedasticity test is used to ensure that the regression model examining the influence of affective commitment and work motivation on employee performance meets classical assumptions, particularly equality of residual variances. In the context of this research, heteroscedasticity testing is necessary to ensure that the regression coefficient estimates are unbiased and remain efficient. Heteroscedasticity can be examined using the Glejser test, Breusch-Pagan test, or scatterplot analysis between residuals and predicted values. If the residual distribution pattern does not show a specific pattern or the test significance value is above 0.05, the data is declared free of heteroscedasticity.

After the data is assumed to be normal, the next step is to test the influence, which consists of a coefficient of determination test and multiple linear regression analysis. The coefficient of determination (R^2) is used to measure the extent to which the independent variables (affective commitment and work motivation) explain variation in changes in the dependent variable, namely employee performance. The R^2 value also helps researchers understand the extent to which affective commitment and work motivation simultaneously contribute substantive to improving or deteriorating employee performance [10].

Multiple linear regression analysis was used in this study to examine the extent to which affective commitment and work motivation simultaneously and partially influence employee performance. This method is appropriate because it can explain the causal relationship between several independent variables and a single dependent variable, as well as identify which variable contributes most to changes in performance [18].

The final step in data analysis is hypothesis testing, which consists of a partial hypothesis test (t-test) and a simultaneous hypothesis test (F-test). The partial hypothesis test, or t-test, is used to determine the extent to which each independent variable (affective commitment and work motivation)

individually influences employee performance. If the calculated t-value is greater than the t-value or the p-value is less than 0.05, then the variable is considered to have a significant effect on employee performance [19].

Furthermore, the simultaneous hypothesis test, or F-test, is a statistical procedure used to assess whether the independent variables (affective commitment and work motivation) simultaneously have a significant effect on employee performance. Simultaneous testing is important because it provides a comprehensive overview of the collective contribution of all predictors in the regression model. Thus, if the F value is significant, it can be concluded that both variables play a role in influencing employee performance [20]. The F value is seen from the calculated F value > F table and the significance value <0.05.

4. RESULTS AND DISCUSSION

4.1 General description of respondents

This study involved 51 office employees at PT. Asrindo Citraseni Satria. Respondent characteristics included age, gender, education level, and length of service. Based on data analysis, the majority of respondents were aged 25–35, accounting for 59%. This aligns with the opinions of [21] and [22], who stated that productive-age employees have a strong work drive and loyalty to the organization. Employees aged 25–35 have strong intrinsic motivation to achieve and be recognized at work. Therefore, this productive age group contributes significantly to improving employee performance at PT. Asrindo Citraseni Satria, supported by a balance between ability, experience, and motivation to thrive in a competitive work environment.

In terms of gender, the majority of respondents were male (90%), while female respondents made up 10%. The

predominance of male respondents indicated a strong work orientation toward

responsibility, career stability, and achieving optimal work results. Male employees' affective commitment is typically demonstrated through loyalty to the company and emotional involvement in achieving organizational goals. Men tend to have a more stable commitment due to a focus on career sustainability and professional responsibilities [23]. In terms of motivation, men are more driven by work challenges and opportunities to demonstrate their abilities, which ultimately have a positive impact on performance improvement.

In terms of education level, the majority of respondents had a bachelor's degree (70.59%), followed by high school/vocational high school (15.69%), diploma (9.80%), and postgraduate (3.93%). A high level of education can increase an individual's awareness of organizational values and work responsibilities, thus positively impacting affective commitment and performance [24]. Educational level significantly influences work motivation because highly educated employees tend to have a strong need for achievement and self-actualization [25]. Based on length of service, the majority of respondents had worked for 5-10 years (61%). Employees with medium to long tenure had better work motivation and performance due to their experience and strong loyalty to the company [26].

4.2 Data Quality

1. Validity Test

To verify the accuracy of the data collected by the researcher using the questionnaire, a validity check was conducted. The sample of 51 respondents used in the validity test was quantified. Validity testing was conducted by comparing the Corrected Item Total Correlation (CIT) with a critical value of 0.5. If the Corrected Item Total Correlation (CIT) value is greater than 0.5, the statement is considered valid.

Table 1. Validity Test Result

Variable	Indicator	r_{hitung}	r_{tabel}	Information
	Item 1	0,800	0,275	Valid

<i>Employee Performance</i> (Y)	Item 2	0,818	0,275	Valid
	Item 3	0,778	0,275	Valid
	Item 4	0,838	0,275	Valid
	Item 5	0,699	0,275	Valid
	Item 6	0,712	0,275	Valid
<i>Affective Commitment</i> (X1)	Item 1	0,739	0,275	Valid
	Item 2	0,736	0,275	Valid
	Item 3	0,860	0,275	Valid
	Item 4	0,871	0,275	Valid
	Item 5	0,839	0,275	Valid
<i>Work Motivation</i> (X2)	Item 6	0,816	0,275	Valid
	Item 1	0,766	0,275	Valid
	Item 2	0,751	0,275	Valid
	Item 3	0,652	0,275	Valid
	Item 4	0,643	0,275	Valid
	Item 5	0,640	0,275	Valid
	Item 6	0,672	0,275	Valid

Source: Processed Data SPSS 25

Based on the calculation of the Pearson correlation value of each statement item in each variable, it can be seen that after conducting the validity test, all statement items for each variable (employee performance, job satisfaction, affective commitment and work motivation) have a calculated r value $> r$ table. $df = 51 - 2 = 49$ (0.2759) thus it can be concluded that all items for each variable meet the requirements for validity.

2. Reliability Test

To determine the correlation between each variable indicator, a Cronbach's Alpha (α) test was conducted. The sample of respondents used in this reliability test was 51. This test was conducted using the SPSS version 25 analysis tool. A variable is declared reliable if its Cronbach's Alpha (α) value is > 0.70 . The following table shows the reliability results from this study:

Tabel 2. Reliability Test Result

No	Variable	Number of items	Cronbach' Alpha	Test Result
1	<i>Employee Performance</i> (Y)	6	0,865	Reliabel
2	<i>Affective Commitment</i> (X1)	6	0,895	Reliabel
3	<i>Work Motivation</i> (X2)	6	0,771	Reliabel

Source: Processed Data SPSS 25

From the calculation results of Cronbach's Alpha, it can be seen that the Cronbach's Alpha value for each variable is as follows: Employee Performance (Y) (0.865), Affective Commitment (X1) (0.895) and Work Motivation (X2) (0.771). Thus, it can be said that all variables are reliable, because they have a Cronbach's Alpha of more than 0.70.

4.3 Classical Assumption Test

1. Normality Test

A normality test is performed to test a regression model and determine whether a distribution is normal. The normality test can

be seen from the distribution of points on the diagonal axis of the graph. Data is said to be normal if the points are spread around the diagonal line and follow the direction of the diagonal line, then the regression model meets the assumption of normality.

In addition to using the Normal P-P Plot of Regression Standardized Residual, data normality testing was also performed using the One-Sample Kolmogorov-Smirnov Test. The normality test was conducted to determine whether the data samples used were normally distributed or not.

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			51
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		3.43105517
Most Extreme Differences	Absolute		.126
	Positive		.126
	Negative		-.106
Test Statistic			.126
Asymp. Sig. (2-tailed)			.042 ^c
Monte Carlo Sig. (2-tailed)	Sig.		.367 ^d
	99% Confidence Interval	Lower Bound	.354
		Upper Bound	.379

Source: Processed Data SPSS 25

Based on Table 3, it can be seen that the significance value of Asymp. Sig. (2-tailed) on the variables in the One-Sample Kolmogorov-Smirnov Test indicates that the data is not normally distributed ($0.042 < 0.05$). However, the Monte Carlo test produces a significance value of $0.367 > 0.05$ so that the data is declared normal. Therefore, the data is considered to meet the assumption of normality.

2. Multicollinearity Test

This test is used to determine whether there is a correlation between the independent variables. Multicollinearity can be determined from the Tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free of multicollinearity if the Tolerance value is >0.10 or the VIF value is <10 .

The following are the results of the multicollinearity test conducted using SPSS:

Table 4. Multicollinearity Test Result

Model		Unstandardized Coefficients		Collinearity Statistics	
		B	Std. Error	Tolerance	VIF
1	(Constant)	15.772	4.990		
	Affective Commitment	.008	.125	1.000	1.000
	Work Motivation	.379	.162	1.000	1.000

Source: Processed Data SPSS 25

Based on table 4, it can be seen that the VIF value indicates an affective commitment of 1.000 and work motivation of 1.000. This indicates that none of the independent variables have a VIF of more than 10. So, it can be said that there is no multicollinearity between the independent variables in the regression model.

The results also show that the Tolerance value of each variable, namely affective commitment, is 1.000 and work motivation is 1.000. This means that there is no

independent variable that has a Tolerance value of less than 0.1. Therefore, it can be concluded that there is no multicollinearity from the Tolerance assessment in the regression model.

3. Heteroscedasticity Test

The purpose of the heteroscedasticity test is to determine whether there is inequality in residual variance between individual

observations in a regression model. To obtain more accurate results, the Glejser test is performed to prove the absence of

heteroscedasticity. The Glejser test concludes that if the significance value is >0.05 , heteroscedasticity is absent.

Table 5. Heteroscedasticity Test Result

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	4.205	2.507	1.678	.100
Affective Commitment	-.025	.063	-.389	.699
Work Motivation	-.027	.081	-.337	.738

Source: Processed Data SPSS 25

The basic decision-making method for the Glejser test is that if the significance value is greater than the alpha level of 0.05, heteroscedasticity does not occur. The results of the Glejser test in Table 5 show that the significance value for the independent variables, namely affective commitment, is $0.699 > 0.05$ and work motivation is $0.738 > 0.05$. Therefore, it can be concluded that heteroscedasticity does not occur.

4.4 Test The Effect

1. Coefficient of Determination (R²)

The coefficient of determination is carried out to show the extent of the influence of the independent variable on the dependent variable which is determined by the Adjusted R Square value which can be seen in the following table 6:

Table 6. Result of the coefficient (R²) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 ^a	.559	.540	1.051
a. Predictors: (Constant), Work Motivation, Affective Commitment				

Source: Processed Data SPSS 25

Based on the results of table 6, the coefficient of determination (R Square) test above shows that the Adjusted R Square value is 0.540, which indicates that employee performance variables are influenced by affective commitment and work motivation by 54%, while the other 46% are influenced by other factors not examined by researchers in this study, such as ability and expertise, knowledge, work design, personality, leadership, leadership style, organizational

culture, work environment, loyalty and work disciplin.

2. Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the relationship between the independent variables (affective commitment and work motivation) and the dependent variable (employee performance). The test results are shown in the table below:

Table 7. Multiple Linear Analysis Coefficient Result

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.336	1.582		10.958	.000
	Affective Commitment	-.055	.039	-.137	-1.399	.168
	Work Motivation	.381	.052	.723	7.363	.000

a. Dependent Variable: Employee Performance

Source: Processed Data SPSS 25

Based on the results obtained from the regression coefficients above, a regression equation can be created as follows:

$$Y = 17,336 + (-0,055) X_1 + 0,381 X_2 + e$$

Based on the SPSS 25 calculations above, the following conclusions can be drawn:

- 1) The constant value of 17.336 indicates that if the Affective Commitment (X1) and Work Motivation (X2) variables are at their minimum values (assumed to be 0), then the baseline employee performance score is 17.336 units.
- 2) The regression coefficient value for the affective commitment variable is -0.055. This indicates that affective commitment has a negative regression coefficient, meaning that every 1-unit increase in affective commitment will decrease employee performance by 0.055 units, assuming other variables remain constant.
- 3) The regression coefficient value for the work motivation variable

is 0.381. This indicates that work motivation has a positive regression coefficient, meaning that every 1-unit increase in work motivation will increase employee performance by 0.257 units.

- 4) The standard error (e) is a random variable and has a probability distribution. The standard error (e) represents all factors that influence Y but are not included in the equation.

4.5 Hypothesis Testing

1. t-test (Partial)

The t-test (Partial) is conducted to determine the influence of each independent variable on the dependent. The basis for decision making in the t-test (Partial) is if the calculated t-value > t-table or the significance value < 0.05 then there is a partial influence between the independent variable and the dependent variable and the hypothesis is accepted, if the calculated t-value < t-table and the significance value > 0.05 then there is no partial influence between the independent variable and the dependent variable so the hypothesis is rejected.

Table 8. Partial Test Result (t-test)

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.336	1.582		10.958	.000
	Affective Commitment	-.055	.039	-.137	-1.399	.168
	Work Motivation	.381	.052	.723	7.363	.000

a. Dependent Variable: Employee Performance

Source: Processed Data SPSS 25

The t-test results show the calculated t-value and significance of each independent variable. The t-table value at the 5% level is determined by the following equation: $df = n - k = 51 - 2 = 49$ (1.676). Thus, the following results are obtained:

1) Affective Commitment (X1)

Affective commitment to employee performance (Y) has a calculated t-value of $-1.399 < t$ -table = 1.676 and a significance value of $0.168 > 0.05$, with $\beta = -0.137$, thus accepting H_0 . This means that affective commitment has a negative and insignificant effect on employee performance.

2) Work Motivation (X2)

Work motivation's effect on employee performance (Y) has a calculated t-value of $7.363 > t$ -

table of 1.676 and a significance value of $0.000 < 0.05$, with $\beta = 0.723$, thus rejecting H_0 . This means that work motivation has a positive and significant effect on employee performance.

2. F Test (Simultaneous)

The F (Simultaneous) test is used to determine the influence between independent variables (affective commitment and work motivation) and dependent variables (employee performance) together or simultaneously (Sugiyono, 2016). The existence of simultaneous influence between variables can be seen if the calculated F value $> F$ table with significance < 0.05 then the hypothesis is accepted and if the calculated F value $< F$ table with significance > 0.05 then the hypothesis is rejected.

Table 9. F Test Result (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.675	2	34.837	27.883	.000 ^b
	Residual	59.972	48	1.249		
	Total	129.647	50			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Motivation, Affective Commitment

Source: Processed Data SPSS 25

The table above shows the calculated F value of 27.883. This is then compared with the F table obtained, resulting in the following: $F = n - k - 1 = 51 - 2 - 1 = 48$ (2.41).

With the comparison of $F(2,41) = 27.883$, this is further supported by the p-value of 0.000, which is smaller than 0.05, meaning that H_0 is rejected and H_a is accepted. Therefore, it can be concluded that affective commitment and

work motivation simultaneously influence employee performance.

Discussion

The Effect of affective commitment on employee performance

The results of the study indicate that there is a negative and significant influence between affective commitment on employee performance with SPSS testing which produces a t-test level = $-1.399 < t\text{-table} = 1.676$ and also a significance value of $0.168 > 0.05$. This finding indicates that an increase in affective commitment is not followed by an increase in performance, even tends to correlate with a decrease in performance, although the influence is not statistically strong enough. This condition indicates that employee emotional attachment to the organization has not become a determining factor in improving performance, and employee performance is more influenced by other variables outside of affective commitment.

Theoretically, affective commitment reflects an employee's emotional attachment and sense of belonging to the organization [3]. However, [10] emphasized that affective commitment is not always directly related to performance, particularly when employees are in a stable work environment and have relatively high levels of job routine. Under these conditions, affective commitment is more likely to encourage retention in the organization than to encourage improved work performance.

The insignificant influence of affective commitment on performance also indicates that other factors, such as work motivation and job satisfaction, play a more dominant role in influencing the performance of office employees. [27] stated that affective commitment has a stronger influence on work attitudes than objective performance.

The Effect of work motivation on employee performance

The results of the study showed a positive and significant influence between work motivation and employee performance, with SPSS testing producing a t-test of $7.363 >$

t-table of 1.676 and a significance value of $0.000 < 0.05$. This means that the higher the level of work motivation an employee has, the higher the level of performance the produce.

The results of this study align with those presented by Kasmir (2016) and Herzberg's two-factor theory, which states that motivators (such as development opportunities, responsibility, and recognition) can significantly increase job satisfaction and ultimately improve employee performance. Work motivation, here, is driven not only by intrinsic factors but also by extrinsic factors such as working conditions. Motivation drives employees to strive harder, improve work quality, and innovate because they feel valued and are developing.

The Effect of Affective Commitment and work motivation on employee performance

The results of this study align with those presented by Bintang & Robby (2023), who stated that affective commitment and work motivation play a crucial and significant role in influencing employee performance. The results also show that both variables support each other, driving improved employee performance. High affective commitment is a crucial factor in driving employees to achieve maximum performance. Affective commitment reflects employees' emotional attachment to the organization, which motivates them to contribute their best to the company's success. Employees with high affective commitment demonstrate loyalty, a sense of belonging, and enthusiasm in fulfilling their responsibilities. As stated by [28], affective commitment is a form of emotional attachment that encourages individuals to continue contributing to the organization voluntarily and consistently.

Work motivation also plays an equally important role in influencing employee performance. Work motivation acts as an internal driver that fosters enthusiasm and a desire to achieve set goals. Highly motivated employees are more proactive, take initiative, and strive to complete tasks with the best possible results. According to [21], motivation is a driving force that creates work

enthusiasm so that organizational goals can be achieved effectively and efficiently.

5. CONCLUSION

The conclusions of the study "The Influence of Affective Commitment and Work Motivation on Employee Performance at PT. Asrindo Citraseni Satria Minas" are as follows:

- 1) Based on the t-test, affective commitment has a negative and insignificant effect on employee performance. This indicates that employees' emotional attachment to the organization has not been able to significantly improve performance. This finding indicates that, in the context of this study, employee performance is more influenced by factors other than affective commitment. This finding is indicative and needs to be interpreted cautiously due to the limitations of the study, thus requiring further study.
- 2) Based on the t-test, work motivation has a positive and significant effect on performance. This means that the higher the employee's motivation, the better their performance. This confirms that motivation is a crucial factor in increasing productivity and work effectiveness.
- 3) Based on the F-test, affective commitment and work motivation simultaneously have a significant effect on employee performance. These three variables need to be optimized together to maximize performance. If one variable is not functioning properly, performance can be affected.

REFERENCES

- [1] R. R. Rerung, "Peningkatan kinerja karyawan melalui employee engagement dan organizational citizenship behavior," *Bandung CV. Media Sains Indones.*, 2019.
- [2] S. Kasmir, "Analisis laporan keuangan (cetakan ke)," *PT Raja Graf. Persada*, 2014.
- [3] J. P. Meyer and N. J. Allen, "Organizational commitment in the workplace: Theory, research and application." Sage, Thousand Oaks, CA, 1997.
- [4] F. Herzberg, *Motivation to work*. Routledge, 2017.
- [5] R. L. Mathis and J. H. Jackson, *Human Resource Management: Personnel Human Resource Management*, vol. 13, no. January 2019. 2016.
- [6] S. P. Robbins and A. T. A. Judge, "Organizational Behavior. 18th Editi. New York City, NY." USA: Pearson, 2019.
- [7] K. De Meyer, E. Coren, M. McCaffrey, and C. Slean, "Transforming the stories we tell about climate change: from 'issue' to 'action,'" *Environ. Res. Lett.*, vol. 16, no. 1, p. 15002, 2020.
- [8] S. P. Robbins, T. A. Judge, and N. Vohra, *Organizational behaviour by pearson 18e*. Pearson Education India, 2019.
- [9] A. Nurandini and E. Lataruva, "Analisis pengaruh komitmen organisasi terhadap kinerja karyawan (studi pada pegawai perum PERUMNAS Jakarta)." Fakultas Ekonomika dan Bisnis, 2014.
- [10] S. P. Robbins and T. A. Judge, "Organizational Behavior 17th Global Edition," *Lego, Italy: Pearson*, 2017.
- [11] S. Sastrohadiwiryono and A. H. Syuhada, *Manajemen Tenaga Kerja Indonesia*. Jakarta: Bumi Aksara, 2021.
- [12] P. Afandi, "Manajemen sumber daya manusia (Teori, konsep dan indikator)," *Riau Zanafa Publ.*, vol. 3, 2018.
- [13] P. D. Sugiyono, "Metode Penelitian Kuantitatif, Kualitatif dan R&D. Bandung: PT Alfabet," *Sugiyono. Remaja Rosdakarya*. <https://doi.org/10.1017/CBO9781107415324>, vol. 4, 2019.
- [14] O. Nazir and J. U. Islam, "Enhancing organizational commitment and employee performance through employee engagement: An empirical check," *South Asian J. Bus. Stud.*, vol. 6, no. 1, pp. 98–114, 2017, doi: 10.1108/SAJBS-04-2016-0036.
- [15] U. Sekaran and R. Bougie, *Research methods for business: A skill building approach*. John Wiley & Sons, 2016.
- [16] J. F. Hair Jr et al., "Evaluation of formative measurement models," *Partial Least Squares Struct. Equ. Model. Using R A Workb.*, pp. 91–113, 2021.
- [17] J. F. Hair, W. C. Black, B. J. Babin, and R. E. Anderson, "Multivariate data analysis," 2019.
- [18] I. Ghazali, *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*, 9th ed. Semarang: Badan Penerbit Universitas Diponegoro, 2018.
- [19] D. N. Gujarati and D. C. Porter, *Basic Econometrics*, 5th Editio. New York: McGraw-Hill, 2009.
- [20] I. Ghazali, "Aplikasi Analisis Multivariate dengan Program IBM SPSS 26 Edisi 10," 2021.
- [21] M. S. P. Hasibuan, *Manajemen sumber daya manusia*. Bumi aksara, 2020.
- [22] E. Sutrisno, *Manajemen sumber daya manusia*. Jakarta: Kencana, 2021.

- [23] V. W. Sari, M. A. Firdaus, and R. T. Rinda, "Motivasi dan prestasi kerja terhadap pengembangan karir karyawan," *Manag. J. Ilmu Manaj.*, vol. 3, no. 1, pp. 141–145, 2020.
- [24] Wibowo, *Manajemen kinerja*. Rajawali Press, 2016.
- [25] P. S. Nugroho and Y. Sari, "Hubungan tingkat pendidikan dan usia dengan kejadian hipertensi di Wilayah Kerja Puskesmas Palaran," *J. Dunia Kesmas*, vol. 8, no. 4, pp. 233–238, 2019.
- [26] M. Putra and S. M. Sari, "Pedagogical Competency, Teacher Work Groups, and Motivation: Their Influence on Teaching Performance in State Elementary Schools," *J. Komun. Pendidik.*, vol. 8, no. 1, pp. 60–74, 2024.
- [27] F. Luthans, "Organizational behavior: An evidence-based approach," *McGrow-Hill Co.*, 2011.
- [28] J. P. Meyer and N. J. Allen, *Commitment in the workplace: Theory, research, and application*. Sage, 1997.