
Improving Task and Quality Performance: The Role of Affective Commitment, Engaged Employees and Creativity

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ABSTRACT

Employee work quality within the fashion industry has received limited attention in the research literature. To fill this void in existing research, the author endeavored to examine the study model through a predictive methodology. This study utilized a survey methodology in which 72 employees from the fashion industry sector were selected as participants. The researcher employed the Structural Equation Modelling (SEM-PLS) technique to forecast the proposed study model. The analysis findings indicate that affective commitment considerably impacts employee engagement, namely in terms of dedication and employee creativity. The research findings also suggest that the factors of devotion and creativity exert a notable influence on task performance. Furthermore, it is seen that effective utilization of creativity can propel task performance, consequently exerting a positive influence on improving performance quality. The findings of this study indicate that the fashion industry sector has the potential to improve task and quality performance through the cultivation of affective commitment, dedication, and employee inventiveness.

Keywords: affective commitment, employee engagement, dedication, creativity, task, quality, performance

INTRODUCTION

In the dynamic and progressive realm of the fashion industry, dedication, ingenuity, and the proficiency of employees are essential factors that contribute to success. (Bukantaitė & Sederevičiūtė-Pačiauskienė, 2021; Denissa, Widodo, Adisasmito & Piliang, 2015) Commitment is a crucial factor in maintaining the concentration and dedication of every team member toward shared objectives. This commitment fortifies a brand's underlying structure

and augments its competitive edge within the market. (Asif, Qing, Hwang & Shi, 2019; Bonaiuto et al., 2022) As a fundamental aspect of this particular business, creativity imparts individualistic worth to each product, fosters innovation, and guarantees a distinct style and essence that can captivate consumer interest. Undoubtedly, the performance of employees serves as the principal driving force behind all organizational endeavors. (Varshney, 2020; Casaló et al., 2021) Highly proficient personnel facilitate seamless operations across the entire process, encompassing design, distribution, and maintaining quality standards, ultimately enhancing customer satisfaction. By incorporating these three components, a fashion enterprise may sustain its relevance and achieve prosperity within the context of this fiercely competitive sector. (Colombi, Kim & Wyatt, 2018)

The relationship between employee commitment and employee engagement and creativity pertains to the extent of trust, loyalty, and devotion exhibited by employees toward their employing organization (Joo et al., 2022; Giancaspro et al., 2022; Chen et al., 2022). Employee engagement refers to employee participation and excitement toward their work (Chen et al., 2022; Sidharta, 2018; Knight et al., 2017). In the workplace context, creativity can be defined as the capacity of employees to engage in innovative thinking, produce novel ideas, and make valuable contributions to the organization (Manik et al., 2023). The relationship between employee commitment and employee engagement, as well as its impact on creativity, suggests that a more robust dedication exhibited by employees towards the organization (Al Otaibi et al., 2022) is positively associated with their active involvement in work tasks and generation of innovative ideas (Asif et al., 2020). According to Montani, Vandenberghe, Khedhaouria, and Courcy (2020), a strong commitment and allegiance to the organization can significantly impact employees, leading to increased investment in their work, heightened motivation, and the ability to contribute innovatively.

Employee commitment to fostering favorable employee engagement and promoting innovation within the organizational setting is paramount (Asif et al., 2019). Organizations may foster employee commitment through many strategies. One such strategy is including employees in decision-making processes, which has positively impacted their commitment (Foster & Sidharta, 2019; Bonaiuto et al., 2022). Additionally, organizations can promote employee commitment by offering career development opportunities, allowing employees to enhance their skills and advance in their careers. Finally, developing a culture that values

teamwork and creativity can also contribute to organizational employee commitment (Foster & Sidharta, 2019; Bonaiuto et al., 2022). Hence, the association between employee dedication, engagement, and creativity holds significant potential for firms to attain enduring objectives and prosperity.

Employee engagement in the fashion industry pertains to employee involvement, motivation, and excitement toward their work within the specific fashion domain. In contrast, creativity pertains to the capacity of employees to generate novel concepts, develop inventive merchandise, and make original contributions within the fashion sector (Sidharta et al., 2019). This condition suggests a positive association between employee engagement and creativity and its impact on employee performance within the fashion industry. When employees demonstrate active engagement and a high level of involvement in their work, there is a positive correlation with improved performance in creating, designing, and producing fashion products. Moreover, creativity is pivotal in improving employee performance in the fashion industry. According to Mubarak, Khan, Yasmin, and Osmadi (2021), possessing the capacity for creative thinking and generating novel designs can confer a competitive advantage and effectively address the demands of a continuously evolving market.

This scenario suggests that employee involvement and creativity substantially impact employee performance within the fashion industry. Employee engagement in the fashion industry can be enhanced by establishing a conducive work environment that promotes collaborative efforts, implementing recognition and reward systems, and providing possibilities for career growth (Varshney, 2020; Casaló et al., 2021). Furthermore, the facilitation and encouragement of creativity can be achieved through the provision of freedom of expression, the promotion of an innovative culture, and the active involvement of employees in decision-making processes. These factors play a crucial part in fostering the success and expansion of the fashion sector (Thorisdottir & Johannsdottir, 2020).

In their study, Jnaneswar and Ranjit (2023) examine the impact of corporate commitment on work engagement and employee innovation. Aldabbas, Pinnington, and Lahrech (2023) have demonstrated a correlation between perceived organizational support and employees' commitment, influencing work engagement and innovation. Similarly, the study by Jia, Zhu, Zhang, Rasool, Asghar, and Chin (2022) demonstrates a strong association between work engagement and employee innovation. Moreover, it has been demonstrated through empirical

studies done by Peng and Chen (2022), Aboramadan, Hamid, Kundi, and El Hamalawi (2022), and Koroglu and Ozmen (2022) that there exists a positive relationship between job engagement and employee creativity, which in turn positively influences employee performance. Nevertheless, the existing research on the relationship between affective commitment, employee engagement, creativity, and their impact on task and quality performance still needs to be completed.

This study is grounded in the current gap theory about the intermediary function of employee engagement and creativity in enhancing employee performance. The primary focus of this study revolves around investigating the research problem of how affective commitment impacts employee engagement and creativity and, subsequently, how these factors influence task performance and quality outcomes. This study aims to examine the consequences of affective commitment's influence on employee engagement and creativity, as well as its impact on task performance and quality outcomes.

METHOD

The objective of this study is to develop a predictive research model using the gap theory that has been previously discussed in the introduction section. In order to tackle the study topic, the researcher utilizes a predictive analysis strategy by employing a survey methodology. In order to evaluate the created model, the researcher administers a survey to employees employed in five fashion enterprises located in Bandung City. According to the data summary derived from the utilization of Google Forms, a total of 72 participants completed the questionnaire.

The gender distribution of the respondents indicates that women constitute the majority, accounting for 62.3% of the total respondents. Nevertheless, in addition to gender, other variables exist that bring them together. Approximately 38% of the individuals fall between 20 to 25 years old. Regarding their educational attainment, 44.6% of respondents indicated they completed their high school education. A significant proportion of individuals, precisely 41.3%, have accumulated work experience ranging from 1 to 3 years.

The author designed a research questionnaire that participants completed. The questionnaire included various constructs, such as affective commitment, adapted from Allen and Meyer's (1998) work. Additionally, employee engagement was measured using the UWES scale, explicitly focusing on the dimension of dedication developed by Schaufeli, Bakker, and Salanova (2006) and validated by Sidharta (2018). The included sample instruments encompass statements such as "the nature of my work is imbued with significance," "I possess a strong sense of enthusiasm towards my occupation," "my occupation serves as a source of inspiration," and "my job presents me with stimulating challenges." The device for fostering creativity was designed by the author, drawing inspiration from the work of Sidharta, Priadana, and Affandi (2019). The conceptual framework Aquinas (2013) proposed includes eight instruments that encompass the notions of task performance and quality performance. Each instrument comprises four items for measuring task performance and four statements for assessing quality performance.

The collected data in this study will undergo a data quality assessment before analyzing research findings. Subsequently, the data will be analyzed using a Structural Equation Modeling (SEM-PLS) methodology to derive more in-depth and complete findings. The testing and analysis process plays a vital role in ensuring the integrity and dependability of the data utilized in the research, as well as in establishing the connections among the variables under investigation, namely affective commitment, the dimension of dedication in employee engagement, creativity, task performance, and quality performance. Utilizing the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach enables the researcher to effectively construct and evaluate the intricate structure of relationships among the variables, leading to an enhanced comprehension of the investigated phenomenon.

RESULTS AND DISCUSSION

Prior to undertaking research result testing, it is imperative to carry out meticulous and dependable data quality testing as an essential requirement in scientific research. Hence, the collected data will be subjected to data quality assessment to ascertain the study instrument's validity and reliability. Consequently, the process of verifying and analyzing data quality will lead to study conclusions that are more valid and dependable. The subsequent phase will

entail the application of the Structural Equation Modeling (SEM-PLS) technique for data analysis. This methodology allows the researcher to construct and evaluate the connections among the investigated variables.

Table 1. Validity, reliability and path coefficient calculation results

Instrument	Affective Commitment	Dedication	Creativity	Task Performance	Quality Performance
Aff1	0.741				
Aff2	0.719				
Aff3	0.808				
Aff4	0.604				
Aff5	0.642				
Aff6	0.695				
Aff7	0.693				
Ded1		0.820			
Ded2		0.834			
Ded3		0.799			
Ded4		0.798			
Creat1			0.605		
Creat2			0.875		
Creat3			0.881		
Creat4			0.718		
Task1				0.757	
Task2				0.678	
Task3				0.744	
Task4				0.757	
Qual1					0.852
Qual2					0.700
Qual3					0.844
Qual4					0.813
Construct Reliability and Validity					
Cronbach's Alpha	0.769	0.774	0.829	0.719	0.824
Composite Reliability	0.834	0.857	0.886	0.824	0.880
Average Variance Extracted (AVE)	0.505	0.606	0.661	0.540	0.647
Path Coefficients					

Path	Path Value	Stand. Dev	T Stat.	P Values	Decision
Affective Commitment -> Creative	0.360	0.107	3.350	0.001	Accept
Affective Commitment -> Dedication	0.604	0.079	7.600	0.000	Accept
Creative -> Quality Performance	0.353	0.150	2.349	0.019	Accept
Creative -> Task Performance	0.293	0.112	2.609	0.009	Accept
Dedication -> Creative	0.401	0.140	2.861	0.004	Accept
Dedication -> Task Performance	0.387	0.111	3.477	0.001	Accept
Task Performance -> Quality Performance	0.256	0.124	2.059	0.040	Accept

The data shown in Table 1 demonstrates that the research constructs exhibit Cronbach's Alpha and Composite reliability values over 0.7, hence showing favorable levels of validity and reliability. Furthermore, the construct validity is further supported by the fact that the Average Variance Extracted likewise satisfies the criterion, with values exceeding 0.5.

The results of the path analysis also indicate the presence of statistically significant impacts. The influence of Affective Commitment on Creativity is statistically significant, as indicated by a P-value of 0.001. In addition, it is worth noting that Affective Commitment substantially influences Dedication, as evidenced by a statistically significant P-value of 0.000. Moreover, the impact of creativity on Quality Performance demonstrates statistical significance, as indicated by a P-value of 0.019. Additionally, the influence of creativity on Task Performance is found to be statistically significant, as indicated by a P-value of 0.009.

Furthermore, it can be shown that Dedication has a substantial impact on Creativity, as evidenced by a statistically significant P-value of 0.004. Likewise, the level of commitment

exhibited towards the execution of tasks has been found to have a substantial influence, as indicated by a P-value of 0.001. Finally, it can be observed that Task Performance has a substantial impact on Quality Performance, as indicated by a P-value of 0.040.

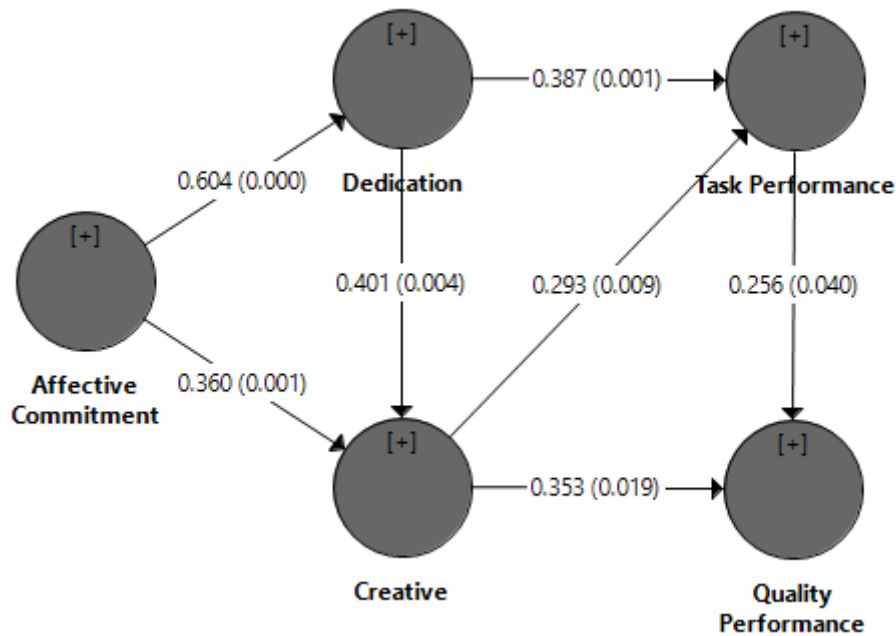


Figure 1. Results of the affective commitment research model on employee engagement and creativity and its implications for task and quality performance

The findings derived from the data analysis reported in Table 1 demonstrate that affective commitment exerts a substantial influence on employee engagement, namely in terms of dedication and inventiveness. A high level of devotion has been found to influence task performance positively. Moreover, combined with a strong level of creativity, it can significantly enhance task performance and performance quality. The research findings additionally emphasize that high devotion and extraordinary inventiveness are associated with positive task performance and excellent performance outcomes.

The calculations above highlight the significance of fostering a favorable and robust emotional dedication within the organizational context to augment employee engagement and creativity. This objective can be accomplished by implementing strategies to enhance the emotional connection between employees and the organization. These strategies include implementing employee development initiatives, promoting open communication channels, and cultivating a work atmosphere that fosters creativity. Therefore, it may be inferred that

organizations have the potential to augment employee involvement and contributions, thereby resulting in enhanced organizational performance and creativity.

Additionally, the data analysis findings suggest a favorable relationship between high levels of dedication and creative capacity and both task performance and quality performance. The concept of high dedication pertains to an individual's unwavering commitment and persistent effort in the execution of their assigned duties. This result implies that individuals who commit to their professional endeavors are likelier to carry out their assigned responsibilities and achieve desirable outcomes effectively. Moreover, possessing proficient, creative skills can enhance task and quality performance. Creative aptitude is the inherent capability possessed by an individual to engage in creative thinking, produce novel concepts, and devise inventive resolutions. This result implies that persons possessing high levels of creative aptitude have the potential to improve their work performance and attain higher-quality outcomes.

The importance of a strong commitment and innovative aptitude in attaining favorable task performance and ideal quality performance is readily apparent. Strong commitment fosters motivation and perseverance in job execution while possessing creative aptitude and serves as a catalyst for discovering novel and inventive approaches to task completion. The convergence of these two variables can yield enhanced performance and contribute value to both individuals and companies.

The data analysis reveals a significant correlation between high dedication and creative capacity and task performance and quality performance. The study's findings indicate that individuals who exhibit high dedication and possess solid creative abilities are likelier to achieve positive outcomes in task performance. This result implies that persons with high commitment and robust creative aptitude are more likely to execute their jobs and effectively provide outcomes that meet expectations. Furthermore, a strong commitment and innovative aptitude act as catalysts for attaining high-quality performance. This result suggests that persons who possess a high level of commitment and robust creative skills can attain superior levels of performance quality. A strong commitment fosters the drive and concentration necessary to achieve elevated levels of performance while possessing a creative aptitude enables the exploration of new ideas and enhancements in the execution of tasks.

This scenario exemplifies that strong commitment and innovative aptitude are crucial in attaining favorable task performance and high-quality output. They have a reciprocal

relationship in which they exert influence on one another and strengthen one another. The attribute of dedication serves to imbue individuals with vigor and tenacity, while the possession of creative ability empowers them to discern novel prospects and inventive resolutions. The synergistic integration of dedication and creativity can yield favorable outcomes in terms of performance and constructively impact achieving the targeted standards of excellent performance.

CONCLUSION

According to the research model predictions, affective commitment is crucial in enhancing employee engagement and creativity, influencing task performance and quality outcomes within the fashion business in Bandung City. The study's findings indicate that a greater level of commitment is associated with heightened levels of dedication and improved creative capacities among employees. Consequently, this leads to the effective accomplishment of tasks assigned by the organization and an elevated standard of work quality. The enhancement in quality is evidenced by the decrease in expenses and the augmentation in operational effectiveness during the accomplishment of tasks.

This study exclusively proposes a research model, so additional investigations are required to validate the research outcomes. Future research endeavors may employ a confirmatory factor analysis methodology to enhance the robustness of the research outcomes. Furthermore, it is essential to note that this study has certain limitations as it solely focuses on surveying the fashion industry sector. Therefore, it would be advantageous to incorporate other industry sectors into the research to present a more extensive and all-encompassing data analysis.

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