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# Mediating Effect of Commitment Continuance on Achievement Motivation and Task Performance

## ABSTRACT

This study investigated the potential mediating role of commitment continuance in the relationship between achievement motivation and task performance. This study aims to examine the direct and indirect impacts of achievement motivation and task performance. The research methodology involved surveying 33 individuals currently employed in repair shops located within the city of Bandung. The researchers employed a survey instrument to gather employee data through direct distribution. The study's findings, which utilized structural equation modeling-PLS, suggest that a strong inclination towards achieving goals and a persistent sense of dedication is crucial in promoting employee excellence in job performance and maintaining allegiance to their respective employers. Furthermore, providing a conducive work environment, recognition, and assurance of job stability are crucial determinants in fostering elevated employee motivation and commitment levels. Therefore, organizations prioritizing and fostering these factors are more likely to attain exceptional performance results and favorable employee retention rates.

Keywords: Achievement Motivation, Commitment Continuance, Task Performance.

## Introduction

Because they are a necessary asset, human resources' roles and functions cannot be fulfilled by any other resource. Without qualified human resources, no matter how cutting-edge the technology used, the facilities and infrastructure offered, or the amount of funds allotted, nothing is worth anything. The human resources division's contribution to helping executives accomplish their objectives is becoming more apparent in the face of fiercer competition. Individuals' motivation and support depend on the performance that businesses are looking for from them. (Caissar et al., 2022; Davidescu et al., 2020; Thuan & Thanh, 2020) According to Torlak et al., (2018), a company's human resources are essential to achieving organizational performance. Since human resources are the backbone of any organization, it is crucial that they are handled well, paid special attention to, and have their rights upheld. If human resource management principles are properly used, human resources will function at their best. (Hewagama et al., 2019) Employee performance is ensured by company regulations. Each employee is required to perform their duties in accordance with the guidelines outlined in their job description. Various disturbances can be avoided using company regulations. Any violation will be dealt with severely, and punishments will be applied as needed based on the gravity of the offense.

According to Aguinis (2019), an employee's performance is defined as the caliber and volume of work produced while carrying out the responsibilities assigned to them. Performance is essentially what workers bring to the table in terms of output and services rendered. Performance has a significant impact on a company's quality and success level. Low employee performance is a challenge that many businesses face. Business owners need employees who can successfully execute their tasks since employee performance is

essential to a company's overall success. (Oláh et al., 2020; Staniewski & Awruk, 2019) Business owners can then identify the organization's assets, liabilities, and potential managerial deficiencies. Getting things done well and working toward goals is one of the most crucial aspects of employee effectiveness. Customers will believe that a corporation doesn't care about their needs if personnel are not performing their jobs successfully. It is crucial to promote a happy and upbeat work environment. When workers complete their responsibilities efficiently and correctly, the energy level at work increases. A productive workplace can be established by praising and rewarding high-performing staff. (Manzoor et al., 2021) Success is when employees are seen as having potential for the company's growth. (Borcan et al., 2018; J. H. Coun et al., 2022; Sidharta et al., 2019)

Employee performance can be evaluated consistently to monitor its development over time. Employee underperformance can have a detrimental impact on production. Poor performance should not be taken as a sign of staff incompetence. Instead, it is a frequent practice to evaluate the employee division's strengths and flaws. An astute manager can assess an employee's limitations to determine whether the issue is one of ability or one of management and development. This may have an effect on future hiring plans and team training programs. (Vnoučková, 2018) Good workers are effective and capable of fostering a positive workplace culture, thus increasing total productivity. Through performance reviews, managers may track their staff's development and assist them in becoming even more effective in their jobs.

However, like in the quality component discussed above, the phenomenon that occurs in the research object's work performance is not yet optimal. The achievement of technical skills is below 95% or has not met the target, which has an adverse effect on employee performance. Multiple examinations show this: 81% work quality, 82% technical skills, 84% attendance, and 85% productivity. The highest achievement results are for verbal communication (86%), personality (86%), work speed (87%), teamwork (88%), leadership (88%), analysis and opinion (89%), initiative (90%), and relationship development (92%). An achievement that falls short of the goal due to employees forgetting to return customer items left on the customer's motorcycle after servicing or forgetting to install bolts is an indication of a decline in employee performance. Naturally, this means that the customer must take more time to retrieve the item or reinstall the component that should have been installed correctly.

Therefore, it is essential to foresee this right away by inspecting each item that the customer brings and each component in accordance with corporate policies, progressively reinforcing corporate policies. A key component of raising employee performance is achievement motivation (Brunstein & Heckhausen, 2018; Cesário & Chambel, 2017; Locke & Schattke, 2019) and commitment continuance (Kasogela, 2019; Torlak et al., 2018). According to Basit (2019), a successful organization must have strong support for survival in order to ensure employment continuity inside the organization. The formulation in this research is motivation and ongoing commitment to employee performance in light of the background information provided above.

## **Method**

The methodology employed in this investigation is of a quantitative nature. Quantitative research is characterized by the development of concepts and the collection of factual data without the testing of hypotheses or conducting detailed and comprehensive examinations of a single case. The study was carried out at a motorcycle service enterprise located in the city of Bandung, utilizing a sample size of 33 participants.

The present investigation employs interval measurements to assess all indicators and examines three variables, namely motivation, continuous commitment, and employee performance. Motivation for work is a multifaceted construct that can originate from both intrinsic and extrinsic sources and serves to propel an individual towards exhibiting heightened levels of eagerness, aspiration, and readiness to engage in diverse work-related tasks. (Deci et al., 2017) Continuous commitment refers to a robust emotional attachment to an organization that deters an individual from leaving due to the perceived necessity for survival, taking into account the potential costs of departure and the benefits of continued involvement with the organization. (Allen & Meyer, 1996) Performance is the outcome of the work carried out by employees, encompassing both the quantity and quality of their output as they execute their responsibilities and attain the anticipated outcomes in accordance with the performance benchmarks established by the organization. (Aguinis, 2019)

Validity testing is a technique employed to assess the degree to which a measuring instrument measures the intended construct, whereas reliability testing is utilized to gauge the consistency or stability of a questionnaire's responses across time. The degree of consistency or stability in a person's responses to the questions over time determines the reliability of a questionnaire. The present investigation employs path analysis as a means of elucidating causal relationships, specifically to explicate the direct or indirect impact of exogenous variables on endogenous variables.

### Result and Discussion

The summarized results reveal that the employee respondents exhibit characteristics that indicate a gender distribution of 25.0% female and 75.0% male employees. Furthermore, the study reveals that the employee population is distributed across various age groups. The age bracket of 16-20 years constitutes 23.1% of the total workforce, while the age group of 21-25 years accounts for the majority share of 63.5%. The age range of 25-30 years represents a small proportion of 3.8%, whereas the age group of 31-35 years and those above 35 years constitute 7.7% and 1.9%, respectively. Regarding the educational attainment of the workforce, the majority 76.9% possess a high school or vocational school education, while a small proportion 1.9 have completed a Diploma Three program. A notable percentage 21.2 holds a bachelor's degree. The length of working varies between one to ten years, representing the majority at 51.9%, followed by 11-20 years at 28.8%, and exceeding 20 years at 19.2%.

Table 1. displays the outcomes of the testing conducted to assess the validity and reliability of the study.

Table 1. Result of the validity and reliability test

Instr	Achievement Motivation	Commitment Continuance	Task Performance
AM1	0.827		
AM2	0.885		
AM3	0.855		
AM4	0.933		
AM5	0.955		
CC1		0.933	
CC2		0.955	
CC3		0.920	

CC4		0.857	
CC5		0.755	
CC6		0.809	
CC7		0.906	
CC8		0.917	
CC9		0.955	
TP1			0.883
TP2			0.736
TP3			0.893
TP4			0.913
TP5			0.850
TP6			0.907
TP7			0.951
Reliability			
	Cronbach's Alpha	Average Variance Extracted (AVE)	Composite Reliability
Achievement Motivation	0.936	0.796	0.951
Commitment Continuance	0.967	0.796	0.972
Task Performance	0.950	0.772	0.959

Based on the data analysis findings, it can be inferred that Achievement Motivation exhibits outer loading values (AM1 - AM5) that fall within the range of 0.827 to 0.955, surpassing the minimum threshold of 0.5. As a result, it can be classified as valid. Furthermore, the obtained Cronbach's Alpha coefficient of 0.936 and Composite Reliability coefficient of 0.951 exceed the established threshold of 0.7, indicating a high-reliability level. The obtained value of Average Variance Extracted (AVE) is 0.796, which surpasses the prescribed threshold of 0.5, thereby signifying commendable reliability. (Hair et al., 2019)

The Commitment Continuance construct exhibits satisfactory outer loading values (CC1 - CC9) that range from 0.755 to 0.955, thereby exceeding the minimum threshold of 0.5 and indicating its validity. The obtained values for Cronbach's Alpha and Composite Reliability are 0.967 and 0.972, respectively. These values surpass the minimum threshold of 0.7, indicating a high-reliability level. The obtained value of Average Variance Extracted (AVE) is 0.796, which surpasses the prescribed threshold of 0.5, thereby signifying commendable reliability. The variable of Task Performance exhibits outer loading values (TP1 - TP7) that range from 0.736 to 0.951, thereby exceeding the minimum threshold of 0.5 and consequently qualifying as valid. The obtained values for Cronbach's Alpha and Composite Reliability are 0.950 and 0.959, respectively. These values surpass the established minimum threshold of 0.7, which indicates a high-reliability level. In addition, the Average Variance Extracted (AVE) value of 0.772 surpasses the prescribed minimum threshold of 0.5, signifying commendable reliability.

The present study has determined that the Achievement Motivation, Commitment Continuance, and Task Performance variables possess valid outer loading values and exhibit high reliability, as evidenced by their adherence to the requisite standards for Cronbach's Alpha, AVE, and Composite Reliability. Consequently, these variables can be deemed trustworthy for measurement purposes in the context of this research.

Table 2. Path Coefficients Value, R Square Value and Decision

Path	Coefficients	T Statistics ( O/STDEV )	P Values	Decision
Achievement Motivation -> Commitment Continuance	0.744	10.298	0.000	Accept
Achievement Motivation -> Task Performance	0.262	2.174	0.030	Accept
Commitment Continuance -> Task Performance	0.667	5.047	0.000	Accept
R Square				
Commitment Continuance		0.554		
Task Performance		0.774		

The results of the data analysis indicate statistical significance as the T Statistics value of 10.298 surpasses the threshold of 1.96, and the P Values value of 0.000 is below the significance level of 0.05, based on the established criteria. Hence, the correlation between Achievement Motivation and Commitment Continuance is deemed noteworthy, and thus, the assertion, as mentioned earlier, can be acknowledged. (Hair et al., 2021)

The T-statistic value of 2.174 fails to surpass the critical value of 1.96. However, the P-value of 0.030 is below the significance level of 0.05, which suggests statistical significance. Hence, the correlation between Achievement Motivation and Task Performance is deemed noteworthy, and thus, we can endorse this assertion. The T-value of 5.047 surpasses the critical value of 1.96, and the P-value of 0.000 is below the alpha level of 0.05, thus demonstrating statistical significance. Thus, the correlation between Commitment Continuance and Task Performance is deemed statistically significant, and it is reasonable to accept this assertion.

According to the established significance criteria, it is possible to infer that a significant correlation exists between Achievement Motivation and Commitment Continuance, Achievement Motivation and Task Performance, and Commitment Continuance and Task Performance. The results of the R Square calculation show that Commitment Continuance has a value of 0.554 or 55.4%, and Task Performance has a value of 0.774 or 77.4% and can be described as figure 1.

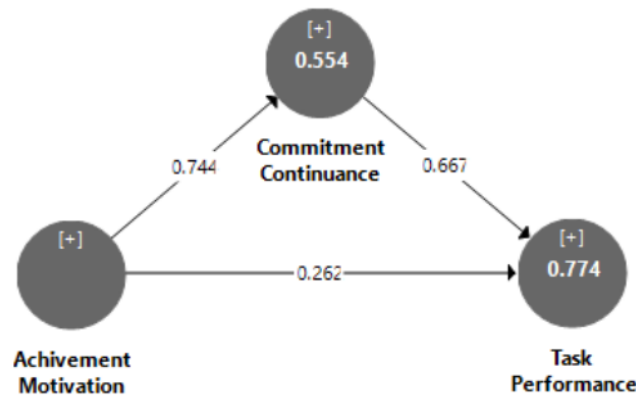


Figure 1. The result of Mediating effect Commitment Continuance on Achievement Motivation and Task Performance

According to Khalid's (2020) study, commitment serves as a positive mediator in the correlation between salary satisfaction and manager-assessed task performance. Additionally, salary satisfaction displays an indirect positive association with task performance through continuance and affective commitment, and this relationship is more pronounced when there is high managerial support. The durability of the association between salary satisfaction and task performance surpasses the intermediary influence of affective commitment on this particular association. The present study offers a noteworthy addition to the existing body of literature on salary satisfaction. Specifically, it puts forth and scrutinizes the association between salary satisfaction and task performance, which is mediated by organizational commitment and moderated by first- and second-level managerial support.

Employees with robust achievement motivation exhibit a greater propensity to accomplish tasks with superior quantity and quality than their peers. (Manik & Sidharta, 2017; Ryan & Deci, 2020) Employees with a strong drive for achievement may cultivate a sense of continuance commitment in a work setting that is supportive and enables them to perform their duties with ease and efficiency. (Berberoglu, 2018; Hadian et al., 2022) The acknowledgment provided by the company functions as a form of feedback for personnel to sustain their affiliation with the organization. Employees who attain outstanding performance, which forms the basis for pursuing excellence within the organization, and guaranteeing job security in the long run, will exhibit a strong sense of continuance commitment. (De Clercq et al., 2021; Diamantidis & Chatzoglou, 2019; Reizer et al., 2019)

Commitment is a deeply held conviction that exerts a powerful influence over an individual's heart and conscience, compelling them to act following a particular set of beliefs or values. (Saleem et al., 2019; Torlak et al., 2018) The level of commitment an individual exhibits is contingent upon their degree of determination and conviction. Continuance commitment enables individuals to cultivate a mindset focused on realizing their potential and converting it into meaningful relationships, facilitating a self-actualization process through a sense of accountability. (Kasogela, 2019) Consequently, irrespective of the difficulty associated with a task, the burden will gradually diminish over an extended duration, indicating a profound inclination to sustain membership within a particular institution.

In organizational behavior, commitment refers to the psychological attachment experienced by an individual towards their organization. (Hadian, 2022; Suryadana & Sidharta, 2019) This attachment indicates the degree to which an individual internalizes or adopts the characteristics and perspectives of the organization. Continuance commitment refers to the extent to which an employee prefers a specific organization and its objectives to sustain their membership. (Chigeda et al., 2022; Philippaers et al., 2019) A strong sense of organizational commitment indicates a high loyalty and devotion to the organization. (Kasogela, 2019) In addition, the aspiration to maintain membership within an organization may affect the attainment of tasks that surpass the norm or exhibit exceptional quality.

Workers are more likely to remain employed with an organization that can assure long-term job stability. Therefore, maintaining sustainable development within an organization is contingent upon attaining high-performing employees as a primary objective. The present investigation contributes to the restricted body of literature concerning the impact of managerial support of commitment continuance on the correlation between achievement motivation and task performance.

### **Conclusions**

The study's findings suggest that a robust drive for achievement and a persistent sense of commitment are significant factors in fostering employee excellence in their duties and sustaining loyalty to their respective organizations. In addition, providing a favorable work setting, acknowledgment, and job security are significant factors in promoting high employee motivation and dedication. Organizations that emphasize and cultivate these factors are more inclined to achieve exceptional performance outcomes and favorable employee retention rates. The results indicate that companies or organizations must devise tactics that cultivate a culture that esteems and stimulates achievement motivation among their workforces. The attainment of desired outcomes can be facilitated by establishing objectives, delegating complex and feasible tasks, and acknowledging and incentivizing exceptional accomplishments.

Organizations can establish a constructive and encouraging workplace atmosphere that fosters employee comfort and motivation. It is recommended that organizations prioritize promoting open communication and teamwork, as well as providing resources and opportunities for growth and development.

Furthermore, organizations must consistently acknowledge and incentivize the endeavors and accomplishments of their staff, as this can substantially enhance their drive and dedication. Implementing formal recognition initiatives, such as the provision of Employee of the Month accolades or incentives based on performance, can foster a culture of gratitude and commitment among employees. The aim is to offer assurances of job continuity and prospects for career progression to the workforce. Organizations must endeavor to offer a stable work milieu and exhibit dedication toward fostering the enduring professional development of their workforce. Implementing a well-defined career trajectory, provision of professional development programs, and facilitating internal advancements can effectively facilitate the attainment of this objective.

Nonetheless, this study is subject to certain limitations whereby the findings are predicated on overarching principles and may not be universally applicable across all organizations or industries. The efficacy of a specific approach can be contingent upon diverse factors, including the organization's culture, the industry's dynamics, and individual variances. There exists a potential variance in the levels of motivation and



commitment among employees, and the quantification of this construct poses a challenge, thereby necessitating additional inquiry to validate the findings of comprehensive research.

## **References**

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