

Driving Organizational Commitment Through Social Intelligence, Self-Leadership, and Employee Competency: The Mediating Role of Performance in the Transportation Industry

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ABSTRACT

At PT KAI Divre I North Sumatra, this study investigates the impact of social intelligence, self-leadership, and employee ability on organizational commitment, with a particular emphasis on the mediating role of employee performance. Employing a rigorous quantitative research design, data were collected via structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine both direct and indirect relationships among the constructs. The findings reveal that self-leadership significantly enhances employee performance; however, it does not exert a direct effect on organizational commitment. Conversely, social intelligence exhibits a robust positive impact on organizational commitment, despite having no significant effect on employee performance. Additionally, employee ability is positively correlated with employee performance, yet it does not directly influence organizational commitment. Importantly, the anticipated mediating role of employee performance was not supported, suggesting that enhancements in performance alone may be insufficient to strengthen organizational commitment. These results underscore the need for a comprehensive approach in leadership and human resource development that simultaneously fosters performance improvement and cultivates organizational commitment.

Keywords: Employee Ability; Employee Performance; Organizational Commitment; Self-Leadership; Social Intelligence

INTRODUCTION

Human resources (HR) serve as a vital cornerstone for organizational success, as employees' behavior and performance often determine the achievement of strategic objectives (Hasibuan, 2017). In particular, the extent to which employees commit themselves to their organizations can shape their motivation to contribute beyond formal job descriptions (Afandi, 2018). This construct, commonly referred to as organizational commitment, reflects an individual's acceptance of, belief in, and desire to remain within an organization (Arikunto, 2018). Concurrently, employee performance—the tangible manifestation of tasks and responsibilities carried out by staff—plays an essential role in ensuring that corporate targets and outcomes are reached.

Several factors have been found to influence both employee performance and organizational commitment. One is Self-Leadership, which entails an individual's ability to direct and motivate themselves before leading others. Employees who demonstrate Self Leadership tend to approach tasks with greater innovation and confidence, thereby enhancing their overall contribution to organizational goals (Ghassani et al., 2020). Another factor is Social Intelligence, defined as the emotional capacity to regulate one's behavior, show resilience under stress, and build effective working relationships (Mujiatun, 2023). Proficiency in Social Intelligence allows employees to collaborate productively, resolve conflicts, and create a positive organizational climate.

Such findings indicate that PT KAI Divre I North Sumatra faces challenges in maintaining a strong sense of organizational commitment and ensuring optimal employee performance. Observations suggest that fostering Self Leadership, enhancing Social Intelligence, and improving Employee Ability may collectively bolster not only employee output but also employees' dedication to the organization. In light of these considerations, this study examines the influence of Self Leadership, Social Intelligence, and Employee Ability on Organizational Commitment, with Employee Performance serving as a potential intervening variable. By identifying the direct and indirect relationships among these constructs, the research aims to provide a data-driven foundation for strategic interventions that could elevate both individual and organizational outcomes at PT KAI Divre I North Sumatra.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is defined as the psychological attachment and loyalty that employees have toward their organization, which influences their willingness to stay and contribute to the organization's success (Adhan et al., 2020). Employees with high organizational commitment are more likely to engage in behaviors that support the organization's goals and demonstrate a strong work ethic. Commitment is a multifaceted concept that includes emotional, calculative, and normative dimensions, each of which reflects different motivations for staying with the organization (Hasibuan, 2017).

Affective commitment, one of the main components of organizational commitment, refers to the emotional attachment that employees feel toward the organization, where they stay because they want to. Continuance commitment is based on the perceived costs of leaving the organization, while normative commitment reflects a sense of obligation to stay (Metris, 2024). These dimensions of commitment are shaped by factors such as job satisfaction, leadership style, and organizational culture (Mogot & Lengkong, 2019).

Organizational commitment is important for maintaining a stable and engaged workforce. Employees who are committed to their organization are more likely to perform well,

exhibit organizational citizenship behaviors, and remain with the company for longer periods (Nugroho & Pamungkas, 2021).

Employee Performance

Employee performance refers to the outcomes of employees' efforts in completing their tasks and responsibilities within an organization (Astuti et al., 2019). It is typically measured in terms of both the quality and quantity of work produced by employees and is a critical factor in the overall success of the organization. High-performing employees contribute significantly to organizational productivity, innovation, and the achievement of goals (Asbari et al., 2021).

Employee performance is also influenced by organizational factors such as work environment, leadership, and job satisfaction. According to (Metris, 2024), performance is affected by the degree to which employees feel engaged and supported by the organization. Employees who are motivated, well-trained, and provided with the right resources are more likely to deliver high-quality work that aligns with the organization's objectives. Furthermore, regular performance evaluations and feedback help employees understand expectations, identify areas for improvement, and stay focused on their goals.

Self-Leadership

Self-leadership is the ability of an individual to influence, direct, and motivate themselves to achieve their personal and professional goals without relying on external supervision or guidance (Rivaldi et al., 2023). This concept is particularly relevant in organizational settings where employees must take initiative and responsibility for their own work, ensuring that tasks are completed effectively and efficiently. Self-leadership encompasses both cognitive processes, such as self-reflection and goal-setting, as well as behavioral strategies, such as self-regulation and maintaining motivation.

Self-leadership involves various strategies that help employees manage their behavior and motivations effectively. These include behavior-focused strategies, such as self-assessment and reflection, natural rewards strategies, which involve finding enjoyment in tasks, and constructive thought pattern strategies, where individuals develop positive thinking and problem-solving approaches (Ilyas, 2016). By actively managing their thoughts and actions, employees can boost their performance and contribute to the success of the organization.

Social Intelligence

Social intelligence refers to the ability to understand and manage interpersonal relationships, recognizing and interpreting social cues, and interacting effectively with others in various contexts (Boyatzis et al., 2012). In the workplace, social intelligence is crucial for building strong relationships with colleagues and supervisors, fostering a collaborative environment, and enhancing communication. Employees with high social intelligence are typically better at navigating social dynamics, resolving conflicts, and building rapport with their coworkers, which improves teamwork and overall performance.

Daniel (2017) emphasizes that social intelligence involves more than just the ability to communicate effectively; it requires the capacity to empathize with others, understand their emotions, and respond appropriately in various situations. This ability is particularly important in collaborative work environments where teamwork and cooperation are essential for achieving organizational goals. Social intelligence also enables employees to manage their own emotions and reactions, contributing to a more positive workplace atmosphere and stronger organizational commitment.

Employee Ability

Employee ability refers to the skills, knowledge, and competencies that an individual brings to their job, which enable them to perform tasks effectively and efficiently (Chaplin, 2013). Ability is a key determinant of job performance, as employees with higher abilities can complete tasks with greater accuracy, speed, and quality. Employee ability can be categorized into two main types: intellectual ability and physical ability. Intellectual ability includes cognitive skills such as problem-solving, analytical thinking, and decision-making, while physical ability pertains to the stamina, strength, and dexterity required for certain tasks (Robbins & Judge, 2012).

In an organizational context, employee ability directly impacts performance outcomes. Employees who possess the right skills for their roles can meet or exceed expectations, contributing to higher productivity and achieving organizational goals. According to (Alya et al., 2023), the development of employee abilities through training, education, and experience is essential for ensuring that employees remain competitive and capable in a rapidly changing work environment.

Employee ability also influences organizational commitment, as employees who feel competent in their roles are more likely to be satisfied with their work and remain committed to the organization.

RESEARCH METHOD

This research employs a quantitative approach and utilizes a causal-associative research design, focusing on examining the relationships between multiple variables. The study aims to investigate the causal effects of Self Leadership, Social Intelligence, and Employee Ability as independent variables on Organizational Commitment as the dependent variable, with Employee Performance serving as an intervening variable. According to Sugiyono (2018), causal-associative research aims to explore how changes in one variable can lead to changes in another, providing valuable insights into cause-and-effect relationships. This approach is suitable for understanding the underlying interactions and mechanisms among the studied variables.

The quantitative research methodology is adopted, using path analysis, a multivariate analysis technique that facilitates the examination of relationships between latent and observed variables. Path analysis is particularly useful in testing hypotheses and understanding causal pathways between the independent variables (Self Leadership, Social Intelligence, and Employee Ability) and the dependent variable (Organizational Commitment), with Employee Performance acting as the intermediary.

By applying a quantitative methodology with path analysis, this study aims to provide empirical evidence of how Self Leadership, Social Intelligence, and Employee Ability influence Organizational Commitment, both directly and through the mediating role of Employee Performance. This approach allows for a thorough understanding of the dynamics within PT KAI Divre I North Sumatra and offers insights into the factors that contribute to organizational success.

RESULTS

Convergent Validity

Convergent validity is assessed by examining the correlation between indicator scores and the corresponding construct score using loading factors computed via PLS. An indicator is considered valid if its loading exceeds 0.50 (Juliandi, 2018).

Figure 1. Standardized Loading Factor Inner and Outer Model

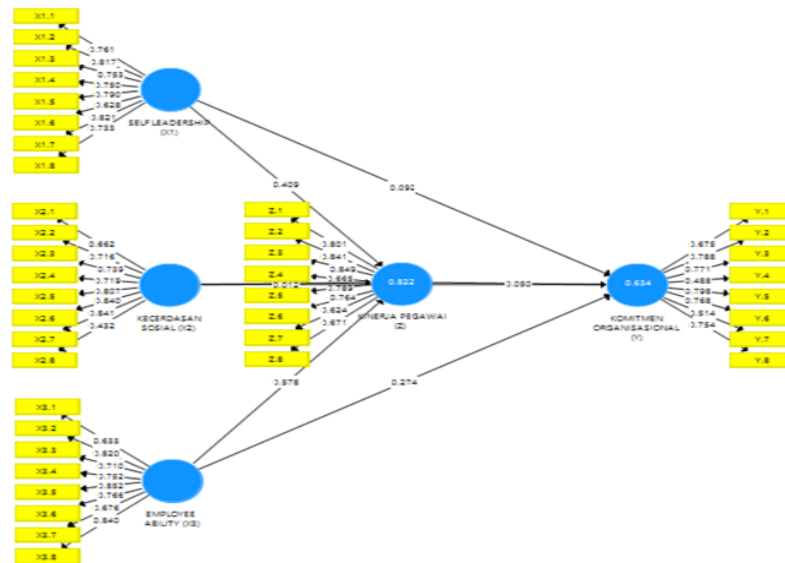


Figure 1 depicted above illustrates that all loading factor values exceed 0.5, indicating that there is no need to exclude any indicators. Consequently, each indicator is valid in explaining the latent variables.

Composite Reliability and AVE

Composite Reliability (CR) reflects the internal consistency of a construct. Values above 0.60 are acceptable, with scores exceeding 0.80 or 0.90 being very satisfactory.

Table 1. Composite Reliability Results

	Composite Reliability
Self-Efficacy	0.917
Financial Literacy	0.910
Financial Experience	0.917
Financial Behavior	0.902
Financial Attitude	0.916
Education Level	0.917

Source: 2024 Data Processing Results

As detailed in Table 1, CR values for Employee Ability, Social Intelligence, Employee Performance, Organizational Commitment, and Self-Leadership are 0.917, 0.910, 0.917, 0.902, and 0.916, respectively—indicating high reliability.

AVE measures the proportion of variance in the indicators that is captured by the latent construct relative to error. An AVE value above 0.50 suggests that the construct explains more than half of the indicator variance (Juliandi, 2018).

Table 2. Average Variance Extracted (AVE) Results

	Average Variance Extracted (AVE)
Self-Efficacy	0.614
Financial Literacy	0.670
Financial Experience	0.689
Financial Behavior	0.647
Financial Attitude	0.608

Education Level	0.614
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Source: 2024 Data Processing Results

Table 2 reports AVE values of 0.614 for Employee Ability, 0.670 for Social Intelligence, 0.689 for Employee Performance, 0.647 for Organizational Commitment, and 0.608 for Self-Leadership, confirming adequate convergent validity.

Discriminant Validity

Discriminant validity evaluates the distinctiveness of constructs. Using the Heterotrait-Monotrait (HTMT) ratio, values below 0.90 indicate that the constructs are sufficiently unique.

Table 3. Discriminant Validity

	<i>Employee Ability (X3)</i>	<i>Social Intelligence (X2)</i>	<i>Employee Performance (Z)</i>	<i>Organizational Commitment (Y)</i>	<i>Self-Leadership (X1)</i>
<i>Employee Ability (X3)</i>					
<i>Social Intelligence (X2)</i>	0.719				
<i>Employee Performance (Z)</i>	0.904	0.763			
<i>Organizational Commitment (Y)</i>	0.727	0.836	0.734		
<i>Self-Leadership (X1)</i>	0.678	0.840	0.861	0.704	

Source: 2024 Data Processing Results

Table 3 presents the results of the discriminant validity test using the Heterotrait-Monotrait (HTMT) ratio. The values for all construct pairs are below the threshold of 0.90, indicating that each construct is empirically distinct from the others. Specifically, the HTMT values range from 0.678 to 0.904, with none exceeding the recommended cutoff. This suggests that there is no significant overlap between the constructs, thus confirming adequate discriminant validity. In other words, the constructs used in this study—such as social intelligence, self-leadership, employee ability, employee performance, and organizational commitment—measure different concepts as intended. These findings validate the structural model.

Path Coefficients

Path coefficients indicate the direction and significance of the relationships between constructs, assessed via bootstrapping (Juliandi, 2018). R^2 values reveal the proportion of variance in endogenous constructs explained by exogenous variables, while F^2 values assess the relative impact of each predictor.

R-Square

Table 4 presents the R-Square and Adjusted R-Square values. For example, Employee Performance (Z) shows an R^2 of 0.787 (Adjusted = 0.775), indicating that Self-Leadership, Social Intelligence, and Employee Ability explain 77.5% of its variance. Organizational Commitment (Y) has an R^2 of 0.594 (Adjusted = 0.564).

Table 4. R2 results

	R Square	R Square Adjusted
Employee Performance	0.787	0.775
Organizational Commitment	0.594	0.564

Source: 2024 Data Processing Results

F-Square

Table 5 presents the F-Square values, which measure the effect size of each independent variable on the dependent variables in the model. In interpreting these values, an F^2 value of 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 or higher indicates a large effect. The results show that Employee Ability (X3) has a large effect on Employee Performance ($F^2 = 0.770$) and a small effect on Organizational Commitment ($F^2 = 0.055$). Self-Leadership (X1) also has a large effect on Employee Performance ($F^2 = 0.343$) but a very small effect on Organizational Commitment ($F^2 = 0.002$). Meanwhile, Social Intelligence (X2) does not affect Employee Performance ($F^2 = 0.000$), but it shows a moderate effect on Organizational Commitment ($F^2 = 0.203$). Employee Performance (Z) contributes very little to Organizational Commitment, with an F^2 value of only 0.002. These findings help highlight which variables have the strongest influence in the structural model.

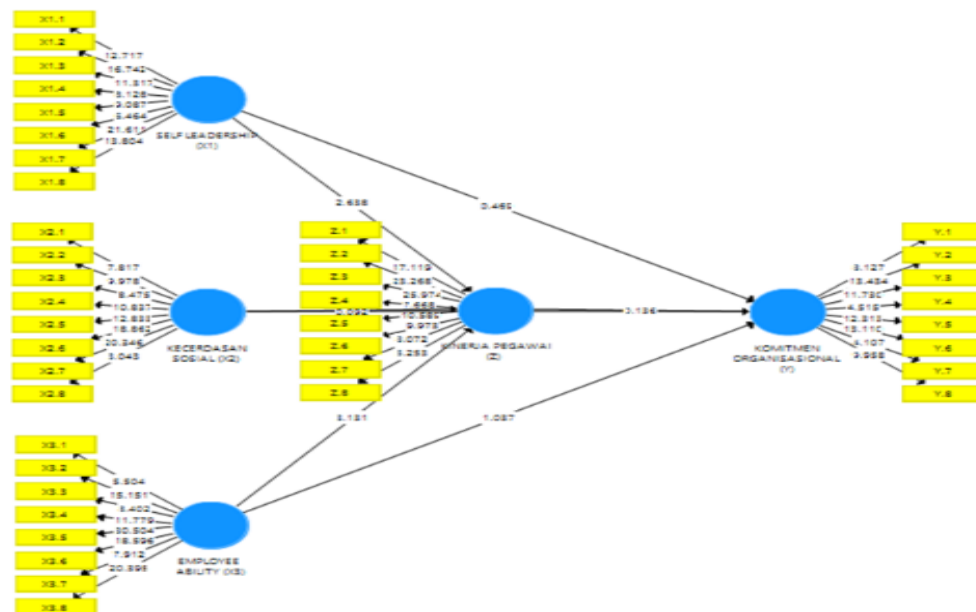
Table 5. F-Square Value

	Employee Performance	Organizational Commitment
Employee Ability (X3)	0.770	0.055
Social Intelligence (X2)	0.000	0.203
Employee Performance (Z)		0.002
Organizational Commitment (Y)		
Self-Leadership (X1)	0.343	0.002

Source: 2024 Data Processing Results

Hypothesis Testing

Figure 2. Path Coefficient



Testing the Direct Effect Hypothesis

Table 6. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values

<i>Employee Ability (X3) -> Employee Performance (Z)</i>	0.545	0.562	0.160	3.409	0.001
<i>Employee Ability (X3) -> Organizational Commitment (Y)</i>	0.304	0.294	0.175	1.734	0.088
<i>Social Intelligence (X2) -> Employee Performance (Z)</i>	0.015	0.016	0.120	0.127	0.899
<i>Social Intelligence (X2) -> Organizational Commitment (Y)</i>	0.467	0.478	0.124	3.756	0.000
<i>Employee Performance (Z) -> Organizational Commitment (Y)</i>	0.069	0.093	0.282	0.244	0.808
<i>Self-Leadership (X1) -> Employee Performance (Z)</i>	0.428	0.401	0.149	2.865	0.006
<i>Self-Leadership (X1) -> Organizational Commitment (Y)</i>	0.086	0.075	0.186	0.463	0.645

Source: 2024 Data Processing Results

Table 6 shows the results of hypothesis testing for direct effects between variables, using path coefficients. These coefficients indicate how strong and in what direction one variable influences another. A positive value means the variables move in the same direction (when one increases, the other does too), while a negative value means they move in opposite directions. A relationship is considered statistically significant if the p-value is less than 0.05 (Juliandi, 2018).

From the results, Employee Ability (X3) significantly affects Employee Performance ($p = 0.001$), but its effect on Organizational Commitment is not significant ($p = 0.088$). Social Intelligence (X2) has a significant positive effect on Organizational Commitment ($p = 0.000$), but does not significantly affect Employee Performance ($p = 0.899$). Employee Performance (Z) does not significantly influence Organizational Commitment either ($p = 0.808$). Meanwhile, Self-Leadership (X1) significantly affects Employee Performance ($p = 0.006$), but not Organizational Commitment ($p = 0.645$). These findings help identify which relationships in the model are meaningful and which are not.

Indirect Testing

Table 7. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Employee Ability (X3) -> Employee Performance (Z) -> Organizational Commitment (Y)</i>	0.038	0.052	0.177	0.212	0.833
<i>Social Intelligence (X2) -> Employee Performance (Z) -> Organizational Commitment (Y)</i>	0.001	-0.002	0.035	0.030	0.976
<i>Self-Leadership (X1) -> Employee Performance (Z) -> Organizational Commitment (Y)</i>	0.029	0.043	0.111	0.265	0.792

Organizational Commitment (Y)					
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Source: 2024 Data Processing Results

Table 7 presents the results of indirect effect testing to determine whether Employee Performance acts as a mediator between the independent variables (Employee Ability, Social Intelligence, and Self-Leadership) and the dependent variable (Organizational Commitment). According to Juliandi (2018), mediation is considered significant when the p-value is less than 0.05.

The results show that none of the indirect effects are statistically significant. Specifically, the mediation effect of Employee Performance on the relationship between Employee Ability and Organizational Commitment has a p-value of 0.833, which is far above the significance threshold. Similarly, the indirect effect of Social Intelligence through Employee Performance on Organizational Commitment is also not significant, with a p-value of 0.976. The same applies to the indirect effect of Self-Leadership, which has a p-value of 0.792. These findings indicate that Employee Performance does not significantly mediate the relationships between the exogenous variables and Organizational Commitment in this model.

DISCUSSION

The Influence of Self Leadership on Organizational Commitment

The direct effect of self-leadership on organizational commitment is insignificant, with a path coefficient of 0.086 and a p-value of 0.645. This indicates that self-leadership alone does not substantially influence commitment. External factors such as work environment, organizational culture, and interpersonal relationships likely play a more dominant role in shaping commitment. In situations where skills and knowledge are insufficient or where there is a misalignment between personal and organizational goals, even high self-leadership may not boost commitment. Furthermore, inadequate support from supervisors or peers can weaken any positive influence of self-leadership (Adhan et al., 2020). Overall, while self-leadership is important for individual development, it should be integrated with a holistic approach that considers various organizational factors to achieve high levels of commitment (Arestia, 2022).

The Influence of Self-Leadership on Employee Performance

In contrast, self-leadership shows a significant positive impact on employee performance, with a path coefficient of 0.428 and a p-value of 0.006. Employees who exhibit strong self-leadership tend to have higher self-awareness, enabling them to recognize their strengths and weaknesses. This self-insight, coupled with effective emotional regulation, promotes resilience and a proactive approach to work tasks (Falon et al., 2021). As a result, these individuals are better equipped to overcome challenges and maintain high levels of performance. The ability to take initiative and adapt to change further reinforces their performance outcomes.

The Influence of Social Intelligence on Organizational Commitment

The analysis reveals that social intelligence significantly affects organizational commitment, as demonstrated by a path coefficient of 0.467 and a p-value of 0.000. High social intelligence enables individuals to build and maintain positive relationships with colleagues and supervisors. Effective communication, empathy, and conflict resolution foster an environment of trust and mutual respect, which in turn strengthens commitment to organizational goals. As individuals become more adept at understanding and responding to the emotions of others, they contribute to a collaborative and supportive workplace culture. This enhanced environment leads to increased job satisfaction and a stronger emotional attachment to the organization (Daniel, 2017).

The Influence of Social Intelligence on Employee Performance

Despite its positive influence on commitment, social intelligence does not have a significant direct effect on employee performance, with a path coefficient of 0.015 and a p-value of 0.899. One explanation for this discrepancy is that even individuals with high social intelligence may face work environments that undermine their performance. Factors such as a negative organizational culture, unclear policies, high stress, or intense workload can diminish the potential benefits of social intelligence on productivity. Additionally, individual differences in how social skills are applied in team settings may mean that the advantages of social intelligence are not uniformly translated into measurable performance improvements (Daniel, 2017).

The Influence of Employee Ability on Organizational Commitment

The direct effect of employee ability on organizational commitment is not significant, as indicated by a path coefficient of 0.304 and a p-value of 0.088. Although an organization values high employee ability for achieving performance goals, commitment may depend more on external and cultural factors than on technical skills alone. Even highly capable employees may feel less committed if they are dissatisfied with the work environment, lack adequate recognition, or perceive a misalignment between their personal values and organizational objectives. In such cases, factors like organizational culture, leadership, and peer support become more critical determinants of commitment (Lestari et al., 2023).

The Influence of Employee Ability on Employee Performance

Employee ability has a significant and positive effect on employee performance, with a path coefficient of 0.545 and a p-value of 0.001. This result suggests that employees with higher abilities—comprising knowledge, skills, and competencies—are more effective and productive in their roles. High ability facilitates faster task completion, efficient problem solving, and adaptability to technological or procedural changes. Moreover, capable employees often serve as role models, inspiring their peers and contributing to a culture of continuous improvement. These dynamics lead to increased overall productivity and better performance outcomes (Bismala & Arianty, 2022).

The Influence of Employee Performance on Organizational Commitment

The direct impact of employee performance on organizational commitment is not significant, with a path coefficient of 0.069 and a p-value of 0.808. While high performance is critical for organizational success, it does not necessarily engender greater commitment among employees. Commitment is influenced more by emotional and relational factors, such as job satisfaction, supportive management, and a sense of belonging. Employees who excel in their roles may still feel disconnected if they do not receive appropriate recognition or if the work environment is unsupportive (Gabriel et al., 2022).

Mediation by Employee Performance in the Relationship between Self Leadership and Organizational Commitment

The mediation analysis shows that employee performance does not significantly mediate the relationship between self-leadership and organizational commitment (indirect effect = 0.029, $p = 0.792$). This indicates that even if self-leadership enhances performance, that improvement does not necessarily lead to a stronger organizational commitment. One possible explanation is that external factors or misaligned personal and organizational values may overshadow the benefits of improved performance. When performance gains are not accompanied by supportive work environments or clear career development opportunities, the mediating effect remains negligible (Lestari et al., 2023).

Mediation by Employee Performance in the Relationship between Social Intelligence and Organizational Commitment

Similarly, the mediation effect of employee performance in the relationship between social intelligence and organizational commitment is not significant (indirect effect = 0.001, $p = 0.976$). Although social intelligence can create positive interpersonal dynamics that boost commitment, this influence is not channeled through enhanced performance. (Arianty, 2012) supports the notion that performance does not serve as an effective mediator in this context.

Mediation by Employee Performance in the Relationship between Employee Ability and Organizational Commitment

The analysis further reveals that employee performance does not mediate the relationship between employee ability and organizational commitment (indirect effect = 0.038, $p = 0.833$). Although employee ability significantly enhances performance, this improvement does not result in increased organizational commitment. Organizational commitment is a multifaceted construct influenced by emotional ties, cultural factors, and the degree of support received from management. Even highly skilled employees may feel less committed if they experience a lack of recognition or if their personal values do not align with those of the organization. This finding is consistent with the conclusions drawn by (Bismala & Manurung, 2021) and further emphasizes that a holistic approach is needed to foster true commitment beyond mere performance improvements.

CONCLUSION

The findings indicate that Self Leadership significantly enhances Employee Performance, yet it does not directly impact Organizational Commitment. Social Intelligence, on the other hand, strongly influences Organizational Commitment but does not have a meaningful effect on Employee Performance. Employee Ability is a critical determinant of Employee Performance, although its direct effect on Organizational Commitment is not significant. Furthermore, Employee Performance itself does not contribute significantly to Organizational Commitment, and it fails to mediate the relationships between Self Leadership, Social Intelligence, or Employee Ability and Organizational Commitment. These results suggest that while individual competencies such as Self Leadership and Employee Ability are essential for achieving high performance, they are not sufficient to foster a robust sense of commitment. Instead, Organizational Commitment appears to be more profoundly shaped by external and relational factors, including leadership support, organizational culture, and quality interpersonal relationships. Future research should incorporate additional variables and a broader contextual framework to further elucidate the complex dynamics that underpin Organizational Commitment.

LIMITATION

This study is confined to employees at PT KAI Divre I North Sumatra, which may limit the generalizability of the findings to other organizations or industries with distinct workplace dynamics. The research adopts a quantitative approach utilizing Partial Least Squares Structural Equation Modeling, which, while effective in assessing relationships among variables, does not incorporate qualitative perspectives that could provide deeper insights into employee experiences and perceptions. Moreover, the study exclusively examines social intelligence, self-leadership, and employee ability as independent variables, potentially omitting other critical determinants of organizational commitment, such as job satisfaction, leadership style, and organizational culture. Employee performance is considered the sole mediating variable, without investigating alternative mediators that could offer a more holistic understanding of organizational commitment.

The reliance on structured questionnaires for data collection, despite their widespread use in empirical research, introduces the possibility of self-report bias and social desirability effects. Additionally, the cross-sectional research design limits the ability to infer causality, as data are collected at a single point in time rather than tracking longitudinal developments in employee performance and commitment.

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DECLARATION OF CONFLICTING INTERESTS

The authors have declared no potential conflicts of interest concerning the study, authorship, and/or publication of this article.

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