

The effect of obsessive work passion and affective commitment on employee performance

El efecto de la pasión obsesiva por el trabajo y el compromiso afectivo en el desempeño de los empleados

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Abstract

The main aim of this study is to investigate the effect of obsessive work passion and affective commitment on employee performance. Data are collected from 127 employees of the port authority office in Semarang – Indonesia. Partial least square (PLS) is applied to analyze the proposed hypotheses. The results reveal that obsessive work passion significantly affects affective commitment and employee performance. In addition, affective commitment also significantly affects employee performance.

Keywords: obsessive work passion, Affective commitment, Employee performance

Resumen

El objetivo principal de este estudio es investigar el efecto de la pasión laboral obsesiva y el compromiso afectivo en el desempeño de los empleados. Los datos se recopilan de 127 empleados de la oficina de la autoridad portuaria en Semarang - Indonesia. El mínimo cuadrado parcial (PLS) se aplica para analizar las hipótesis propuestas. Los resultados revelan que la pasión laboral obsesiva afecta significativamente el compromiso afectivo y el desempeño de los empleados. Además, el compromiso afectivo también afecta significativamente el desempeño de los empleados.

Palabras clave: pasión laboral obsesiva, Compromiso afectivo, Desempeño de los empleados

1. Introduction

Economic development and competitiveness in every organization are increasing. To maintain competitive advantages, such as technological competitiveness and integration into a single market, organizations must make the right decisions, operate business accurately, and create new products/services based on scientific research and high technology. Every organization, ranging from small to large scale, is very dependent on employees to

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meet their targets, achieve their vision, and remain in the competition. However, improving employee performance in organizations remains a puzzle for many organizations today.

As the work world becomes increasingly complex, rapidly changing, and technologically advanced, the puzzle of improving employee performance seems to be more complicated. Not to mention the emergence of remote work, which makes measuring and improving performance in organizations increasingly challenging. Therefore, recruiting and hiring employees who have the passion and are committed are seen as one of the most appropriate steps in encouraging optimal performance (Astakhova & Ho, 2018).

The concept of work passion has been increasingly in the millennium era, emphasizing that employees who have passion will obtain and provide positive benefits for the development of the organization. However, at the same time, the organization found that employees were increasingly indifferent and apathetic at work, with only 29 percent of the US employee population reporting having a passion for their work (Tucker, 2002). Responding to these growing concerns, scientists began to investigate and investigate the concept of passion in the workplace, and evidence shows that employees who have a passion for work is able to drive job success and also the success of their organizations (Neumann, 2006; Vallerand, 2010).

Employees who have a passion for work not only love work but also consider the work to be very important and meaningful for the development of self and organizational concepts. Employees who have a passion for work also show enthusiasm, work through challenges, and create their own success towards excellence and organizational growth (Lajom, Amarnani, Restubog, Bordia, & Tang, 2018).

The research results of Astakhova and Ho (2018); Jachimowicz, Wihler, Bailey, and Galinsky (2018) found that obsessive work passion has a significant effect on employee performance. This finding is also reinforced by previous research (Yozgat & Kamanli, 2016), which proves that obsessive work passion has a significant effect on employee performance. However, some of these studies contradict the findings of other researchers, such as (Astakhova, Burke, & Hang, 2014; Hao, He, & Long, 2018; Ho, Wong, & Lee, 2011) which concluded that obsessive work passion has no significant effect on employee performance. Based on this research gap, this study proposes affective commitment as a mediating variable that connects obsessive work passion and employee performance.

1.1. Employee Performance

Over the past two decades, the definition of performance has been expanded, which includes task performance and citizenship behavior. Task performance refers to tasks at a particular job, while citizenship behavior represents extra-role behavior (for example, helping coworkers) that enhances organizational functions effectively and efficiently. A number of studies uses these two variables to describe overall performance (Chiniara & Bentein, 2016).

Employee performance is a job performance performed by employees within a certain period. Nawawi (2018) defines employee performance as the best work results, which include the quantity and quality of employee work resulting from the responsibilities entrusted to him/her. According to Wibowo (2010), employee performance is a work achievement for the implementation of work plans that have been prepared, which are done by employees who have the ability, motivation, and interests.

Employee performance means actions related to the tasks expected of an employee and how they are performed. The elements that include employee performance are satisfaction, motivation, and commitment to work; while employee fulfillment shows the satisfaction felt by the employee once he/she is at work (Iqbal & Asrar-ul-Haq, 2018). Employees of the organization are represented by tasks according to their participation and obligations. In addition, it was found that the potential for the existence of an organization is strongly influenced by employee participation, which is considered as a major factor in an organization (Anil & Satish, 2016).

Rivai (2009) further states that employee performance does not stand alone but is related to job satisfaction and compensation, which is influenced by the skills, abilities, and individual characteristics of employees. In other words, employee performance is determined by ability, desire, and work environment. Employee performance is also influenced by the various characteristics of each individual employee. In the development of a competitive and global era, organizations really need high-performing and high-performing employees to maintain and encourage organizational progress (Pawirosumarto, Sarjana, & Muchtar, 2017).

1.2. Affective Commitment

Commitment is a strong belief in a relationship that is highly valued that encourages "maximum effort" to maintain it (Palmatier, Dant, & Grewal, 2007). Commitment is considered as the "highest stage in a relational bond." Commitment facilitates cooperation and agreement, increases performance, and decreases opportunism.

Organizational commitment is defined as the strength of the identification and involvement of individuals in a particular organization (Luo, Guo, Lu, & Chen, 2018). Meyer and Allen (1991) view organizational commitment as a psychological relationship between employees and their organizations characterized by strong acceptance and support for the goals and values of the organization, willingness to exert great efforts on behalf of the organization, and a strong desire to maintain membership in the organization. Organizational commitment becomes a major consideration in human resource management because committed employees will be more satisfied, perform better, show higher citizenship behavior, and are less likely to leave the organization.

The clear relationship between organizational commitment and job performance is well documented in the literature. A high level of organizational commitment contributes to work effectiveness and involvement, increases performance and job satisfaction, decreases work fatigue, turnover, and employee absences in the organization (Carboni, Perelli, & Sistu, 2014).

According to Meyer and Allen (1991), commitment to an organization can be divided into three types, namely affective commitment (*employee's emotional connection to the organization*), normative commitment (*moral duty to stay in the organization*), and continuous commitment (*perceived cost related to exit from the organization*). Through continuous commitment, employee commitment to the organization is rooted in an assessment of the benefits and costs of continuing relationships whereas employees' emotional attachment to the organization refers to affective commitment, which is marked by the identification of employees with high loyalty to the organization (Ganesan, Brown, Mariadoss, & Ho, 2010).

In the three-component models of commitment, affective commitment which refers to emotional engagement, identification, and employee involvement in the organization, has been chosen as a core concept and a single indicator for organizational commitment in many studies (Akbar, Udin, Wahyudi, & Djastuti, 2018; Djastuti, Perdhana, & Udin, 2019; Solinger, Van Olffen, & Roe, 2008; Udin, 2019). Affective commitment is considered as an attitude towards the organization, whereas continuous commitment and normative commitment are more focused on employee attitudes toward certain behaviors, such as turnover behavior. Therefore, the focus of empirical analysis in this study is on affective commitment.

Affective commitment serves as a motivator that increases various competencies that benefit employees, which in turn contributes to improving employee performance (Bloemer, Pluymaekers, & Odekerken, 2013). Affective commitment is also very important in building long-term orientation and reciprocal cooperative behavior in organizations. When employees enjoy their relationship with the organization, they tend to stay in the organization, which ultimately results in increased efforts from employees to promote high performance (Colla et al., 2018).

1.3. Obsessive Work Passion

Work passion is defined as a strong tendency towards an activity that is considered important and preferred, in which individuals invest their time and energy significantly in these activities (Vallerand, 2010). Work passion represents a motivational construct that explains the persistence of an individual's behavior towards a preferred job (Vallerand et al., 2003).

According to Vallerand (2010), if individuals believe that a job has value, then they will enjoy the work and are willing to invest time on an ongoing basis in work so that the work becomes part of their identity. Work passion provides great benefits on psychological aspects and work attitudes such as affective commitment and positive perception of resources at work, as well as work behaviors such as work creativity and citizenship behavior (Burke, Astakhova, & Hang, 2015). Although attention to work passion is increasing, research in this area is still under development.

Work passion consists of affective components (that is, likes on activity) and cognitive components (i.e., perceptions related to the importance and significance of activities) (Ho et al., 2011). Because there are certain activities that make an individual have a passion that is very meaningful for him so that it becomes internalized into an individual's identity that determines his attitude and behavior in the organization.

Vallerand et al. (2003) divided the concept of work passion into 2, namely obsessive work passion and harmonious work passion. The obsessive work passion is related to the form of internalization of a controlled activity, which comes from the intrapersonal pressure inherent in the work (for example, appreciation and social acceptance that comes from individual work). The obsessive work passion is also associated with the internalization of work that is controlled or suppressed, which indicates that an individual's involvement in work is determined by internal or external contingencies such as appreciation or social acceptance. Individuals with obsessive work passion feel controlled by work and feel the urge to work, but they are not free to choose to do the work. As a result, obsessive work passion has a strong influence on work conflicts and non-work activities, which results in more ambiguous, inconsistent, and sometimes conflicting results.

Conversely, harmonious work passion is linked to the internalization of work autonomously, where individuals freely and voluntarily view work as very important for their identity (for example, the job is challenging or meaningful). As such, they freely devote their time and energy to work while controlling their involvement so that it does not conflict with other aspects of their lives. As a result, harmonious work passion has been linked to positive work outcomes such as increased psychological well-being, work involvement, and task performance (Ho & Astakhova, 2018; Ho et al., 2011).

Even though obsessive work passion and harmonious work passion are the same in terms of representing the driving force for a job, both are different in the way work is internalized in individual identities. Therefore, this study focuses on obsessive work passion because it fits the definition of controlled motivation, which can lead to various negative outcomes such as role conflict, work-family conflict, and emotional exhaustion (Caudroit, Boiche, Stephan, Le Scanff, & Trouilloud, 2011; Chen, Chang, & Wang, 2019).

The obsessive work passion is described as a motivational force that is controlled to engage in a preferred activity (Vallerand, 2010). Employees with high obsessive work passion will be persistent in doing their work to receive or maintain the contingencies they want (for example, recognition, reward, or social acceptance) and to increase their self-esteem. The research results of Astakhova and Ho (2018); Jachimowicz et al. (2018) found that obsessive work passion has a significant effect on employee performance. Therefore,

H1: Obsessive work passion has a positive effect on employee performance

Work passion is a state of well-being that is persistent, emotionally positive, based on meaning derived from repeated cognitive and affective assessments of various work and organizational situations, which results in consistent and constructive work intentions and behaviors. Results of research by Overbeek, Ha, Scholte, de Kemp, and Engels (2007); Permarupan, Saufi, Kasim, and Balakrishnan (2013) concluded that work passion (both harmonious and obsessive passion) has a significant effect on organizational commitment (normative, affective, and continuous commitment. Likewise, Gao (2001) found that the work passion of employees in the United States and China encourages increased commitment and long-term relationships in organizations. Thus,

H2: Obsessive work passion has a positive effect on affective commitment

Affective commitment refers to the employee's strong belief in the acceptance of organizational values or the chosen field of work, and willingness to maintain membership in the organization. Affective commitment has long been the focus of social and psychological studies in Western countries. Research on affective commitment has revealed various results in the workplace, including turnover intention, job satisfaction, and employee performance (Wang, Weng, & Jiang, 2018).

Xerri and Brunetto (2013) assert that employees' affective commitment to the organization will have an impact on their tendency to share knowledge and become innovative individuals. There is empirical evidence that shows that employee affective commitment significantly contributes to innovative behavior. In this case, employees with high affective commitment are more involved in the organization, where they come up with new and innovative ideas/suggestions and always try to improve performance (Colla et al., 2018). Thus,

H3: Affective commitment has a positive effect on employee performance

2. Methodology

2.1. Population and Sample

Population is a collection of all possible people or objects and elements that serve as a measure for a conclusion (Fink, 2015). The population in this study were all employees who worked at the Office and Port Authority Class 1 Tanjung Emas Semarang - Indonesia, amounting to 148 people. The sampling method uses "census" that is by involving all employees as research samples. Of the 148 questionnaires distributed to respondents, 127 returned and were eligible for analysis.

2.2. Measurements

The obsessive work passion is measured by using 3 question items (i.e., loving work, interpreting work, spending time on work) adapted from Vallerand (2010). Affective commitment is measured by using 3 items (i.e., truly feeling part of the organization, proud to be part of the organization, feeling emotionally attached to the organization) adapted from Vandenberghe, Bentein, and Stinglhamber (2004). Employee performance is measured using 3 items (i.e., work quality, work strength, timeliness), which are adapted from Bratton and Gold (2017).

2.3. Data Analysis

For the sake of hypothesis testing, data analysis in this study uses Partial Least Square (PLS). PLS is a powerful analytical method because it does not assume the data must be measured with a certain scale measurement, can be applied at all data scales, does not require a lot of assumptions, and the sample size does not have to be large. According to Ghazali and Latan (2015), the number of samples needed for the PLS model is below 100 and above 200. In principle, the purpose of PLS is to assist researchers in obtaining latent variables for predictive purposes. The latent variable in the model is the linear aggregate of the indicators. Weight estimates to produce

latent variable values are obtained from the inner and outer model specifications, which are structural models that connect indicators (manifest variables) with their constructs (latent variables).

3. Results and Discussion

The results of data analysis (see Table 1) show that all indicators have an outer loadings value above 0.5. This indicates that the indicators used in this study have a fairly high degree of accuracy.

Table 1
Outer Loadings

	Obsessive work passion	Affective commitment	Employee performance
OWP1 - Loving work	0.719		
OWP2 - Interpreting work	0.796		
OWP3 - Spending time on work	0.652		
ACM1 - Truly feeling part of the organization		0.714	
ACM2 - Proud to be part of the organization		0.852	
ACM3 - Feeling emotionally attached to the organization		0.749	
EPR1 - Work quality			0.744
EPR2 – Work strength			0.700
EPR3 - Timeliness			0.848

Table 2 shows that the validity test results on obsessive work passion = 0.526; affective commitment = 0.60; and employee performance = 0.588. This proves that all variables studied have good validity values. Furthermore, the value of Cronbach's alpha and composite reliability on obsessive work passion = 0.578, 0.768; affective commitment = 0.661, 0.817; and employee performance = 0.647, 0.810. This means that all variables have good reliability values.

Table 2
Validity and Reliability Test

	Average variance extracted (AVE)	Cronbach's Alpha	Composite Reliability
Obsessive work passion	0.526	0.578	0.768
Affective commitment	0.600	0.661	0.817
Employee performance	0.588	0.647	0.810

Figure 1
Research Framework

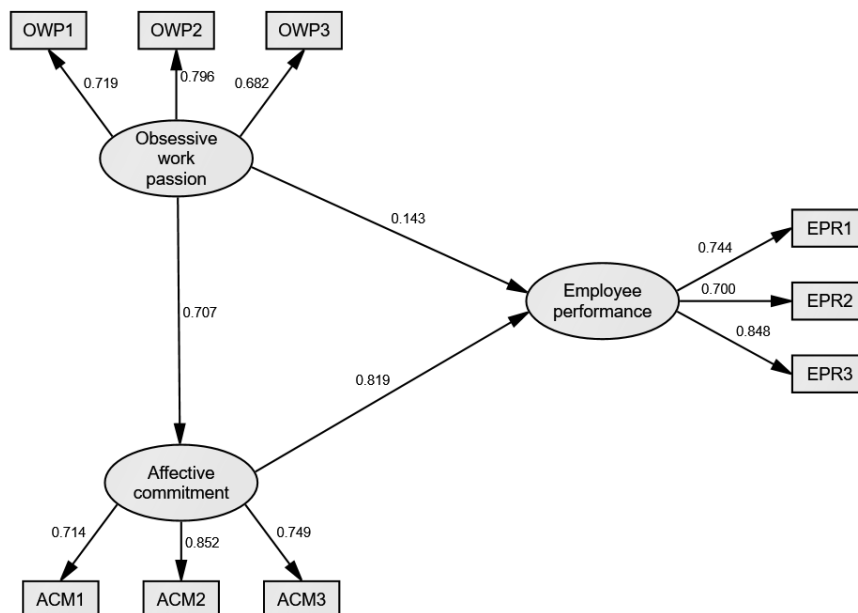


Table 3 explains that obsessive work passion has a significant effect on employee performance because the value of T Statistics (2.147) is greater than t-table (1.65) with a value of $\beta = 0.143$. Obsessive work passion also has a significant effect on affective commitment with T Statistics (13.047) and $\beta = 0.707$. Furthermore, the results of the hypothesis test also prove that affective commitment has a significant effect on employee performance with a T Statistics value (14.347) and a value of $\beta = 0.819$.

Obsessive work passion can affect affective commitment by 49.9%. Furthermore, obsessive work passion and affective commitment simultaneously affect employee performance by 85.6%.

Table 3
Structural Equation Model Analysis

Path	Sample Mean	Standard Deviation	Path Coefficients (β)	T Statistics
Obsessive work passion → Employee performance	0.133	0.066	0.143	2.147
Obsessive work passion → Affective commitment	0.713	0.054	0.707	1.047
Affective commitment → Employee performance	0.828	0.057	0.819	14.347

The results of this study found that obsessive work passion has a significant effect on employee performance. Employees with high obsessive work passion will find love and value from work done, and they also invest time and energy into the work they like. Specifically, obsessive work passion is related to higher performance because there are abilities, knowledge, and skills, and job suitability possessed by employees. This result is in accordance with the findings of Astakhova and Ho (2018); Ho et al. (2011) which proves that obsessive work passion has a significant effect on employee performance (in-role and extra-role).

Obsessive work passion is related to controlled internalization, which shows that individual involvement in the work is mandated by internal or external contingencies such as self-esteem, appreciation, or social acceptance.

Obsessive work passion has a very strong influence on conflict with non-work activities (Vallerand & Houliort, 2003) and shapes work behavior (Astakhova & Ho, 2018). Employees who have high obsessive work passion will be stronger attached to their work and organization so that they are closer to the work environment. Therefore, these employees will be more motivated to seek psychological attachment in the workplace and be involved in totality in encouraging organizational success.

Affective commitment has a very significant potential to enhance learning, work engagement, and employee work innovation. Previous research also examined the indirect relationship between affective commitment and innovative work behavior, for example, research by (Liu, Keller, & Shih, 2011) which suggested that the nature of productive interactions and positive exchanges between employees can lead to feelings of commitment, which in turn increase the sharing of technical knowledge among team members and also encourage higher innovative work. Hakimian, Farid, Ismail, and Nair (2016) stated that affective commitment has a significant effect on employees' innovative work behavior. Employees who have affective commitments tend to share knowledge and display more innovative in organizations. Employees with affective commitment are very involved in the organization, generating new ideas and suggestions that are innovative and always trying to improve performance (Colla et al., 2018; Jauhari, Singh, & Kumar, 2017).

4. Conclusion

This study concludes that obsessive work passion significantly affects affective commitment and employee performance. In addition, affective commitment also significantly affects employee performance. Apart from the existence of significant theoretical and practical influences, this study also has limitations. The sample used in this study only consisted of employees who worked in the Office and Port Authority Class 1 Tanjung Emas Semarang - Indonesia, thereby limiting the generalization of the findings. This study also uses cross-sectional data. Therefore, future researchers need to use a longitudinal or experimental research design to test the causality relationship.

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