

A CONCEPTUAL PAPER ON THE EFFECT OF EMPLOYEE COMMITMENT ON EMPLOYEE WORK PERFORMANCE WITH ORGANISATIONAL IDENTITY AS THE MEDIATING FACTOR

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ABSTRACT

Employee commitment plays a critical role in driving work performance, significantly impacting organizational outcomes (Meyer & Allen, 1991). This concept paper intends to study the relationship between employee commitment and work performance with organisational identity as the mediator. Organizational identity reflects employees' alignment with their values and mission, shaping their self-concept and motivating their performance (Albert & Whetten, 2000). Work performance encompasses key metrics such as task efficiency, quality, teamwork, and organizational citizenship behaviors (Borman & Motowidlo, 1993). While much research exists on the link between employee commitment and performance (Meyer & Herscovitch, 2001), limited attention has been given to the role of organizational identity in this dynamic. This conceptual study addresses this gap by proposing a theoretical framework and hypotheses grounded in existing literature. The study highlights how organizations can harness employee commitment and organizational identity to achieve superior performance outcomes. Practical implications suggest fostering emotional attachment through policies that enhance affective commitment (Allen & Meyer, 1990) and reinforcing organizational identity through clear communication of values and culture (Ashforth & Mael, 1989). Hence, organizations can improve employee work performance by ensuring employees' goals and values are aligned with the organisation. Finally, the conceptual paper strives to contribute new knowledge by examining the relationship between employee commitment and work performance with organizational identity as the mediator.

Keywords:

Employee commitment, work performance, organizational identity, affective commitment, normative commitment, continuance commitment.

INTRODUCTION

Employee commitment significantly influences work performance by fostering motivation, engagement, and organizational loyalty. Committed employees tend to be more productive, display proactive work behavior, and align their actions with the strategic goals of the organization (Kumari & Afroz, 2021; Alrowwad et al., 2020). Organizational identity, defined as the degree to which employees perceive a shared sense of values, purpose, and vision with their organization, has recently emerged as a key psychological factor that can mediate this relationship (He & Brown, 2021; Sarwar et al., 2022). When employees strongly identify with their organization, their personal goals are more likely to align with organizational objectives, thereby enhancing their intrinsic motivation and performance outcomes (Zhu et al., 2020).

Despite the extensive literature on the direct relationship between employee commitment and work performance, the mediating role of organizational identity remains underexplored. Existing studies offer preliminary insights but lack a cohesive theoretical framework that integrates these constructs (Fatima & Bilal, 2022). Therefore, this conceptual paper aims to address this gap by proposing a framework that investigates the mediating influence of organizational identity on the commitment–performance relationship. The paper also explores the practical implications, strengths, and limitations of this framework, along with formulating relevant research hypotheses. Ultimately, this study seeks to contribute to a deeper understanding of how organizations can strategically

enhance employee commitment and identity alignment to achieve sustained performance improvements.

BACKGROUND

Employee performance remains a cornerstone of organizational success in today's fast-paced and competitive business environment. Employee commitment, which encompasses an individual's psychological attachment, emotional investment, and loyalty to their organization, has been consistently linked to enhanced job performance and organizational outcomes (Meyer & Allen, 1991; Meyer & Morin, 2016). Recent studies affirm that committed employees exhibit higher levels of motivation, proactive behavior, and alignment with organizational values, which translates into superior work performance (Alrowwad et al., 2020; Kumari & Afroz, 2021).

Organizational identity, defined as employees' shared understanding and internalization of an organization's values, mission, and vision, plays a pivotal role in shaping employee attitudes and behaviors (Albert & Whetten, 2000; He & Brown, 2021). When employees perceive a strong alignment between their personal identity and the organization's identity, they tend to develop a deeper sense of belonging and purpose, which enhances their engagement and productivity (Sarwar et al., 2022). This perception reinforces commitment and translates into improved individual and collective performance outcomes.

Although previous research has established the positive effects of employee commitment on work performance, the mediating role of organizational identity in this relationship remains underexplored. Emerging literature suggests that organizational identity may act as a psychological mechanism that channels the impact of commitment into productive behaviors and enhanced job performance (Zhu et al., 2020; Fatima & Bilal, 2022).

Therefore, this conceptual paper aims to address this gap by investigating how organizational identity mediates the relationship between employee commitment and work performance, offering deeper insights into organizational behavior and human resource development.

PROBLEM STATEMENT

Despite the extensive body of literature on employee commitment and work performance, there remains a critical gap in understanding how organizational identity mediates this relationship, particularly in today's fast-evolving work environment. The emergence of hybrid and remote work arrangements, shifting generational expectations, and an increased focus on personal meaning and psychological well-being have transformed how commitment and organizational identity function in contemporary workplaces.

Historically, employee commitment was closely tied to long-term loyalty and job security. However, in the modern context, commitment has become more individualized and value-driven. Employees—especially from younger generations such as millennials and Gen Z—now prioritize flexibility, purpose, and alignment with personal values over tenure or obligation. This shift calls into question the relevance of earlier commitment models, such as Meyer and Allen's (1991) three-component framework, which conceptualizes commitment as affective (emotional attachment), continuance (cost-based), and normative (sense of obligation).

Among these components, affective commitment has consistently shown the strongest and most positive relationship with work performance. Employees who are emotionally connected to their organization tend to display higher engagement, motivation, and willingness to contribute beyond formal job requirements (Meyer et al., 2002; Allen & Grisaffe, 2001). In contrast, continuance commitment, which is based on the perceived costs of leaving an organization, often results in

minimal discretionary effort. Employees may stay in their roles due to financial or career-related constraints, but not because they are genuinely engaged (Wu & Zhang, 2023). This form of commitment is frequently linked with stagnation, reduced innovation, and a compliance-based mindset, which limits its effectiveness in fostering high performance.

Similarly, normative commitment, rooted in a sense of obligation or duty, has shown mixed and often weaker associations with performance outcomes. While it may motivate employees to remain with an organization, this sense of obligation does not necessarily translate into proactive behaviors or enthusiasm for the job. In some cases, normative commitment may even generate feelings of guilt or emotional burden, which can negatively affect employee well-being and productivity (Somers & Birnbaum, 1998; Nguyen & Li, 2022). These findings suggest that both continuance and normative commitment lack the intrinsic motivational quality that affective commitment provides.

At the same time, organizational identity—the extent to which employees internalize and align with their organization's values, mission, and culture—has become increasingly crucial in shaping employee attitudes and behaviors. In modern workplaces, particularly those operating remotely or across diverse global teams, fostering a shared sense of identity has become more challenging. Studies by Gomes et al. (2022) and Rahman and Idris (2021) emphasize that organizational identity enhances job engagement and performance, especially when employees perceive a meaningful connection between their personal values and organizational goals. However, factors such as reduced in-person interaction, cultural misalignment, and weak leadership communication often dilute this connection, leading to disengagement and lower productivity (Epitropaki & Martin, 2005; Pratt, 1998).

Despite its significance, organizational identity is often overlooked as a mediating factor between commitment and performance. Moreover, it is frequently treated as a static construct rather than a dynamic and context-sensitive factor, shaped by ongoing communication, leadership behavior, and organizational culture.

Therefore, this conceptual paper seeks to address two key research gaps:

1. How does organizational identity mediate the relationship between employee commitment and work performance, particularly in modern work environments where traditional social bonds and identification cues are diminished?
2. Why is affective commitment more effective than continuance or normative commitment in predicting work performance, especially when aligned with a dynamic and well-communicated sense of organizational identity?

By addressing these questions, this study aims to modernize commitment theory, highlight the centrality of affective commitment, and propose a contemporary framework that integrates organizational identity as a mediating mechanism. The findings will offer theoretical and practical insights to help organizations enhance employee motivation, engagement, and ultimately, performance.

LITERATURE REVIEW

The literature review is focused on the study's key variables – employee commitment, organizational identity, and employee work performance – to establish the theoretical foundation and identify research gaps. Meyer and Allen's (1991) three-component model highlights the emotional, cost-based, and moral dimensions of commitment and their effects on work behaviors.

Organizational identity, reflecting employees' alignment with their organization's values and mission, is explored as a mediator linking employee commitment to work performance. Although organisational identity is critical, its effect as a mediator has not been deeply explored. Campbell (1990) proposed that employee work performance consists of two aspects which focus on organisational task completion and goals. This literature review explores the theoretical framework and hypotheses, forming the foundation for the study.

Recent scholarship has revisited the core constructs of commitment and identity in light of technological disruption and generational shifts. Huang and Singh (2024) emphasized that psychological identification with organizational goals enhances self-regulation and job engagement. Similarly, Gomes et al. (2022) found that remote employees with high organizational identity were more likely to exhibit proactive work behaviors, suggesting its importance as a mediating construct. Modern views on commitment extend beyond the three-component model. For example, Wu and Zhang (2023) examined emotional labor and showed that affective commitment was most predictive of contextual performance, especially in service industries. Conversely, continuance commitment showed a negative relationship with innovation and collaboration—emphasizing its outdated motivational value.

In the context of identity, Rahman and Idris (2021) found that a strong sense of organizational identity contributes to reduced employee cynicism and higher innovation, a critical mediator linking commitment to outcomes. Yet, despite these findings, no model integrates these newer insights into a comprehensive framework exploring mediation in depth.

EMPLOYEE COMMITMENT AND WORK PERFORMANCE

Work performance refers to the extent to which employees effectively fulfill their roles and contribute to the achievement of organizational goals. It is widely recognized as a multidimensional construct encompassing both task performance—the direct execution of job-specific duties—and contextual performance, which includes discretionary behaviors such as teamwork, cooperation, adaptability, and organizational citizenship behaviors (Koopmans et al., 2021; Campbell, 1990). High work performance is typically characterized by productivity, quality of output, problem-solving initiative, and proactive contributions beyond formal job requirements (Li, Ibrahim, & Mustapha, 2019). Given the growing complexity of organizational demands in a hybrid and digitalized work environment, understanding the psychological factors that influence performance is more relevant than ever (Huang & Singh, 2024).

One of the most influential predictors of work performance is employee commitment, particularly affective commitment, which refers to the emotional attachment an employee feels toward their organization (Meyer & Allen, 1991). Employees with high affective commitment tend to identify closely with organizational values and are more likely to exert extra effort, show loyalty, and engage in behaviors that enhance team and organizational outcomes. Recent studies reinforce this. Wu and Zhang (2023) found that affective commitment was a strong predictor of contextual performance in service roles, particularly those requiring emotional labor. Similarly, Nguyen and Li (2022) observed that millennial employees with higher affective commitment displayed greater engagement, adaptability, and resilience, all of which contributed positively to performance.

In contrast, continuance commitment—based on the perceived costs of leaving an organization—and normative commitment—a sense of obligation to remain—have been found to be less effective or even detrimental in predicting high performance. Continuance commitment often results in passive compliance, where employees remain with the organization due to necessity rather than genuine motivation, leading to minimal discretionary effort and lower innovation (Wu & Zhang, 2023). Normative commitment, while occasionally linked to organizational loyalty, can create internal conflict or emotional strain, particularly when it lacks alignment with personal goals or organizational culture (Nguyen & Li, 2022).

Meta-analytical findings continue to support the dominant role of affective commitment. For example, Riketta (2002) and Mathieu and Zajac (1990) highlighted a strong correlation between affective commitment and desirable organizational outcomes such as reduced turnover, enhanced job satisfaction, and higher performance. More recently, Gomes et al. (2022) emphasized that in remote and hybrid work environments, employees with stronger affective commitment maintained higher levels of initiative and job engagement, reinforcing its significance in modern contexts.

In summary, affective commitment remains the most robust and consistent predictor of employee work performance, as it is driven by emotional investment and value alignment rather than obligation or necessity. Organizations seeking to enhance performance should therefore focus on fostering affective commitment through practices that promote meaningful work, psychological safety, and shared purpose. These insights support the hypothesis that employee commitment—particularly its affective dimension—has a significant and positive impact on employee work performance.

ORGANISATIONAL IDENTITY AND EMPLOYEE WORK PERFORMANCE

Organizational identity refers to the shared perception among members of what the organization fundamentally represents—its core values, mission, and culture—which shapes both internal and external understandings of the organization's character (Albert & Whetten, 2000). When employees internalize these values, organizational identity becomes an integral part of their self-concept. This identification fosters behavioral alignment, as employees who strongly identify with their organization are more likely to act in ways that support collective goals, thereby enhancing motivation, engagement, and overall work performance (Ashforth & Mael, 1989; Rahman & Idris, 2021).

Recent studies continue to affirm this positive relationship. For instance, Gomes, Pereira, and Costa (2022) found that employees with strong organizational identity during remote work transitions demonstrated higher resilience, engagement, and initiative, particularly in settings where traditional workplace structures were disrupted. Similarly, Huang and Singh (2024) highlighted that organizational identity enhances self-regulation and clarity of purpose, which are critical to maintaining performance consistency in hybrid and fast-paced environments. In high-performing teams, a strong identity fosters psychological safety and collective ownership of success (Wu & Zhang, 2023).

Earlier foundational research remains relevant. Dutton, Dukerich, and Harquail (1994) demonstrated that employees who closely identify with their organization are more likely to perceive organizational achievements and challenges as personal, increasing their discretionary effort. Bartel (2001) found that such identity strengthens collaboration and problem-solving, while Carmeli, Gilat, and Waldman (2007) linked strong organizational identification to emotional engagement and improved workplace behavior. Riketta's (2005) meta-analysis further confirmed a positive correlation between organizational identification and outcomes such as job satisfaction and productivity. Likewise, Edwards and Peccei (2010) argued that organizational identity contributes to psychological fulfillment, which reinforces commitment and enhances performance.

However, the influence of organizational identity as a mediating factor is not without limitations. Over-identification may lead to emotional overinvestment, stress, and burnout, especially in high-pressure or crisis-prone environments (Pratt, 1998). Recent research echoes these concerns: Rahman and Idris (2021) noted that excessive alignment with organizational identity, in the absence of adaptive leadership, can suppress individual creativity and increase resistance to change. Additionally, the mediating effect of organizational identity is often context-sensitive. Epitropaki and Martin (2005) and Van Knippenberg (2000) pointed out that identity effectiveness can be weakened when there are misalignments in leadership style, culture, or communication, leading to confusion, detachment, or resistance. Abrams, Ando, and Hinkle (1998) further emphasized that fragmented or inconsistent leadership undermines shared identity, reducing its potential to positively influence performance.

In summary, while organizational identity is generally a positive force for enhancing work performance, its effectiveness as a mediating factor depends heavily on contextual factors such as leadership, communication, and organizational culture. When thoughtfully cultivated, organizational identity can align employee behaviors with strategic goals, thereby enhancing motivation, performance, and commitment in a sustainable manner.

EMPLOYEE COMMITMENT AND ORGANISATIONAL IDENTITY

The relationship between employee commitment and organizational identity plays a critical role in shaping workplace motivation, engagement, and performance—particularly when reinforced through effective internal communication (Huang & Singh, 2024). Strong employee commitment, especially affective commitment, enhances an employee's psychological connection to the organization, while organizational identity helps employees align their personal values with the broader mission of the organization. This dynamic relationship fosters a shared sense of purpose and deepens both emotional attachment and goal alignment.

Recent studies have reinforced the importance of this connection. Gomes et al. (2022) found that when organizational identity is clearly communicated and emotionally resonant, it significantly strengthens employee commitment, even in remote and hybrid work settings. Similarly, Wu and Zhang (2023) emphasized that organizational identity serves as a motivational anchor for committed employees, reinforcing collaborative behavior and role ownership. Effective communication of organizational values, vision, and culture enhances this connection, as noted by Smidts, Pruyn, and Van Riel (2001), who demonstrated that consistent messaging builds both identity and commitment simultaneously.

Earlier research also supports this interplay. Rousseau (1998) observed that employees with high affective commitment often internalize organizational goals, becoming more engaged and willing to exceed job expectations. Meyer and Herscovitch (2001) similarly argued that strong affective commitment enhances identification with the organization's values and long-term direction. Bartel (2001) found that employees involved in community outreach roles who identified strongly with their organization were more committed, collaborative, and proactive in problem-solving. Furthermore, Dutton, Dukerich, and Harquail (1994) highlighted that employees who perceive a clear alignment between their personal goals and the organization's purpose are more likely to sustain commitment and exert discretionary effort.

However, this relationship is not without complexity. The absence of effective communication or leadership support can weaken the commitment–identity link. Edwards and Peccei (2007) demonstrated that organizations lacking cohesive narratives or value communication may foster disengagement, leading to uncertainty about roles and decreased motivation. Epitropaki and Martin (2005) further warned that cultural and leadership misalignments could disrupt the commitment–identity relationship, making it harder for employees to find personal meaning in

organizational affiliation. Similarly, Van Dick (2001) cautioned against overemphasizing organizational identity at the expense of individual skills and team dynamics, as this may suppress creativity or undervalue personal strengths.

In summary, the interplay between employee commitment and organizational identity is a powerful driver of performance and engagement, particularly when supported by authentic and consistent communication of organizational values. However, this relationship must be carefully managed to avoid overidentification or neglect of other performance factors such as individual capabilities, team collaboration, and leadership support. Organizations that strike a balance between fostering emotional commitment and reinforcing shared identity are better positioned to cultivate high-performing and resilient workforces.

THEORETICAL FOUNDATION AND THE VARIABLES

This conceptual paper is grounded in two key theoretical frameworks: Social Identity Theory (Tajfel & Turner, 1979) and Meyer and Allen's (1991) Three-Component Model of Organizational Commitment. Together, these theories provide the foundation for understanding how employees' psychological connection to their organization influences their performance.

The Social Identity Theory (SIT) posits that individuals derive part of their self-concept from the groups and organizations to which they belong (Tajfel & Turner, 1979). In an organizational context, organizational identity reflects how employees perceive, internalize, and align with the organization's values, mission, and culture. When employees identify strongly with their organization, they are more likely to feel a sense of belonging, adopt shared goals, and engage in behaviors that benefit the collective. Thus, SIT provides the theoretical basis for conceptualizing organizational identity as a mediating variable—it explains why employees' connection to organizational values may influence how their commitment translates into performance.

The Three-Component Model of Commitment developed by Meyer and Allen (1991) breaks down employee commitment into three dimensions: i.) Affective Commitment: An emotional attachment to, and involvement with, the organization. It is based on wanting to stay; ii.) Continuance Commitment: A calculative attachment based on the perceived costs of leaving. It is based on needing to stay; and iii.) Normative Commitment: A sense of obligation to remain with the organization. It is based on the feeling that one ought to stay.

These components capture the psychological bond between the employee and the organization and represent the independent variable in this study. Among the three, affective commitment is consistently found to be the strongest predictor of positive work outcomes, while continuance commitment is often linked to low intrinsic motivation, and normative commitment has mixed results, depending on cultural and contextual factors (Wu & Zhang, 2023; Nguyen & Li, 2022). This study focuses on three core variables: employee commitment, organizational identity, and employee work performance. Employee commitment serves as the independent variable and is examined through Meyer and Allen's (1991) three-component model, which includes affective, normative, and continuance commitment. Affective commitment, reflecting emotional attachment to the organization, is expected to have the strongest positive influence on performance. In contrast, continuance and normative commitment may exert weaker or more context-dependent effects. Organizational identity is positioned as the mediating variable, representing the extent to which employees internalize and align with their organization's values and mission. According to Social Identity Theory (Tajfel & Turner, 1979), such alignment enhances motivation, cohesion, and role clarity—particularly in dynamic or decentralized work environments (Gomes et al., 2022). Finally, employee work performance is the dependent variable, conceptualized as a multidimensional construct encompassing both task performance—the execution of core job responsibilities—and contextual performance, which includes discretionary behaviors such as teamwork, adaptability, and

organizational citizenship behaviors (Koopmans et al., 2021). This framework enables a comprehensive analysis of how different forms of commitment, mediated by identity, influence work outcomes.

By integrating the Social Identity Theory and the Three-Component Commitment Model, this conceptual framework seeks to explain not only whether employee commitment affects performance, but how and why that relationship occurs. Specifically, it proposes that organizational identity enhances the motivational quality of commitment, especially affective commitment, by aligning employee values with organizational goals. This theoretical alignment sets the foundation for the study's proposed hypotheses and the exploration of organizational identity as a dynamic, context-sensitive mediator.

THEORETICAL FRAMEWORK AND SUGGESTED HYPOTHESES

The conceptual framework is grounded in Social Identity Theory (Tajfel & Turner, 1979) and the Three-Component Model of Commitment (Meyer & Allen, 1991). The integration of these theories provides a more holistic view:

1. Employee Commitment (IV): Comprising affective, continuance, and normative components. This variable reflects the emotional and psychological bond employees have with their organization.
2. Organizational Identity (MV): Reflects the degree of identification with organizational goals, culture, and values, aligning with Social Identity Theory.
3. Employee Work Performance (DV): Includes task and contextual performance, reflecting both role fulfillment and discretionary contributions.

This alignment helps explain not only the “what” but also the “why” behind employee performance outcomes.

Therefore, the theoretical framework posits that employee commitment affects work performance directly and indirectly, with organizational identity as a mediating factor.

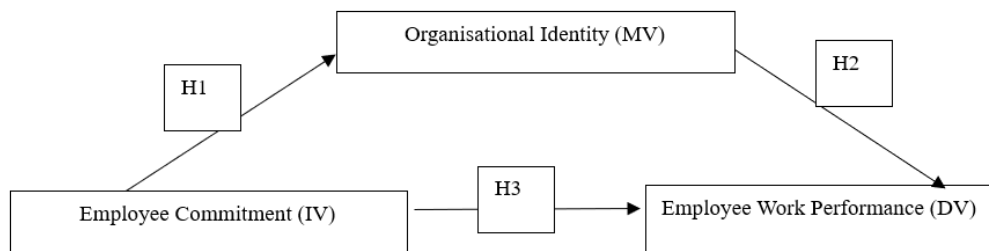


Figure 1: The Theoretical Framework

The theoretical research construct in Figure 1 illustrates the relationships between the independent variable (IV) (Employee Commitment), the mediating variable (MV) (Organizational Identity), and the dependent variable (DV) (Employee Work Performance).

SUGGESTED RESEARCH HYPOTHESES

- H1: Employee commitment positively influences organizational identity.
 H2: Organizational identity mediates the relationship between employee commitment and employee work performance.
 H3: Employee commitment positively influences employee work performance.

MEASUREMENT OF VARIABLES

The following validated instruments are proposed to measure the key constructs in this study:

- i.) Employee Commitment: Three-Component Commitment Scale (TCCS) by Meyer and Allen, as updated by Meyer et al. (2020) – Tables 1, 2 and 3.
- ii.) Organizational Identity: Updated Organizational Identification Questionnaire (OIQ-2021), which integrates cultural alignment and psychological safety (Gomes et al., 2022) – Table 4
- iii.) Work Performance: Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2021), covering task and contextual performance – Table 5

Variable	Scale/Instrument	Sample items	Likert scale	Source
Employee Commitment (IV)	Affective Commitment Scale (ACS)	1. I feel emotionally attached to this organization.	1 = Strongly Disagree, 5 = Strongly Agree	(Meyer, Stanley, & Parfyonova, 2020)
		2. I really feel as if this organization's problems are my own.	1 = Strongly Disagree, 5 = Strongly Agree	(Meyer, Stanley, & Parfyonova, 2020)
		3. I do not feel like "part of the family" at my organization (R).	1 = Strongly Disagree, 5 = Strongly Agree	(Meyer, Stanley, & Parfyonova, 2020)
		4. I feel a strong sense of belonging to my organization.	1 = Strongly Disagree, 5 = Strongly Agree	(Meyer, Stanley, & Parfyonova, 2020)
		5. This organization has a great deal of personal meaning for me.	1 = Strongly Disagree, 5 = Strongly Agree	(Meyer, Stanley, & Parfyonova, 2020)

Table 1: Employee Commitment (AC) (IV)

Table 2: Continuance Commitment (CC) (IV). Items marked with (R) are reverse-scored.

Variable	Scale/Instrument	Sample items	Likert scale	Source
Employee Commitment (IV)	Continuance Commitment Scale (CCS):	1.) I am not afraid of what might happen if I quit my job without having another one lined up. (R)	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)
		2.) It would be very hard for me to leave my organization right now, even if I wanted to.	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)
		3.) Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)
		4.) It would not be too costly for me to leave my organization now. (R)	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)
		5.) Right now, staying with my organization is a matter of necessity as much as desire.	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)

Table 3: Normative Commitment (NC) (IV). Items marked with (R) are reverse-scored.

Variable	Scale/Instrument	Sample items	Likert scale	Source
Employee Commitment (IV)	Normative Commitment Scale (NCS)	1) I feel like I am a part of this organisation.	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)
		2) I am quite proud to be able to tell people about the company.	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)
		3) The offer of a small salary adjustment with another company would not seriously encourage me to consider changing jobs.	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)
		4) Knowing that my work has contributed to the good of the organisation would please me	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)
		5) Leaving this company/organisation is a good decision. (R)	1 = Strongly Disagree , 5 = Strongly Agree	(Meyer & Allen, 1991)

Table 4: Organisational Identity (MV)

Variable	Scale/Instrument	Sample items	Likert scale	Source
Organizational Identity(MV)	Organizational Identification Questionnaire (OIQ-2021)	1. I feel strong ties with my organization's culture.	1 = Strongly Disagree, 5 = Strongly Agree	(Pereirac & Costa, R., 2022).
		2. When someone criticizes my organization, it feels like a personal insult.	1 = Strongly Disagree, 5 = Strongly Agree	(Pereirac & Costa, R., 2022).
		3. I am proud to tell others I work at this organization.	1 = Strongly Disagree, 5 = Strongly Agree	(Pereirac & Costa, R., 2022).
		4. I understand and support the organization's mission and vision.	1 = Strongly Disagree, 5 = Strongly Agree	(Pereirac & Costa, R., 2022).
		5. I feel that my values align with the organization's values.	1 = Strongly Disagree, 5 = Strongly Agree	(Pereirac & Costa, R., 2022).

Table 5: Work performance (DV)

Variable	Scale/Instrument	Sample items	Likert scale	Source
Work Performance	Individual Work Performance Questionnaire (IWPQ)	1. I effectively complete the tasks assigned to me.	1 = Strongly Disagree , 5 = Strongly Agree	(Koopmans et al., 2021)
		2. I actively help colleagues with their work when possible.	1 = Strongly Disagree , 5 = Strongly Agree	(Koopmans et al., 2021)
		3. I plan my work so it is done on time.	1 = Strongly Disagree , 5 = Strongly Agree	(Koopmans et al., 2021)
		4. I take initiative when something needs to be done.	1 = Strongly Disagree , 5 = Strongly Agree	(Koopmans et al., 2021)
		5. I keep myself focused despite distractions.	1 = Strongly Disagree , 5 = Strongly Agree	(Koopmans et al., 2021)

Employee Commitment is measured using the updated Three-Component Commitment Scale (TCCS) developed by Meyer et al. (2020), which captures the three core dimensions of commitment: affective, continuance, and normative.

- a) Affective commitment (AC) reflects the emotional attachment and identification an employee has with the organization. It is widely recognized as the strongest predictor of positive work behaviors such as discretionary effort, loyalty, and intrinsic motivation.
- b) Continuance commitment (CC) captures the perceived costs associated with leaving the organization. It reflects a more calculative form of attachment, often influenced by job security, career stability, and personal investment.
- c) Normative commitment (NC) refers to a sense of moral obligation to remain with the organization, often stemming from cultural or social expectations.

Together, these three dimensions provide a comprehensive understanding of employee commitment, making the TCCS a suitable instrument for analyzing the different ways employees' psychological ties to the organization influence work performance—especially when mediated by organizational identity. Organizational Identity is assessed using the Organizational Identification Questionnaire (OIQ-2021), as updated by Gomes et al. (2022). This modern version expands on earlier models by incorporating key elements such as cultural alignment, shared values, and psychological safety. These dimensions allow researchers to capture how employees perceive their integration into the organization's mission and whether they see the organization's identity as part of their own. This aligns with the study's focus on organizational identity as a dynamic mediating variable in the commitment–performance relationship. Work Performance is measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2021). This validated tool assesses both task performance (e.g., productivity, quality, and goal achievement) and contextual performance (e.g., teamwork, adaptability, and helping behavior), as well as counterproductive work behaviors. The IWPQ offers a broad and nuanced view of employee effectiveness, enabling the study to assess how various forms of commitment—when aligned with organizational identity—contribute to overall performance.

DISCUSSION

This paper offers a novel theoretical contribution by positioning organizational identity as a dynamic and context-sensitive mediator in the relationship between employee commitment and work performance. Departing from traditional models that often conceptualize organizational identity as a fixed or inherent trait, this study reconceptualizes identity as a fluid construct—shaped by factors such as leadership style, internal communication, and cultural alignment. This dynamic perspective reflects the evolving nature of modern organizations and the shifting expectations of today's workforce.

The uniqueness of this framework lies in its focus on affective commitment—the emotional attachment employees feel toward their organization—and its interaction with a well-developed sense of organizational identity. The model posits that when affective commitment is reinforced by strong organizational identification, it leads to enhanced task performance and contextual performance, such as collaboration, adaptability, and discretionary effort. This interplay has received limited attention in prior literature.

Moreover, the integration of contemporary constructs such as psychological safety and organizational agility provides a timely and relevant lens to examine performance outcomes. These elements acknowledge the importance of trust, adaptability, and emotional security in sustaining commitment and maximizing performance in today's rapidly changing work environments.

PRACTICAL IMPLICATIONS

Organizations can leverage these conceptual ideas to enhance employee commitment, such as implementing human resource policies and practices that foster affective, continuance, and normative commitment.

CONCLUSION

This concept paper highlights the importance of employee commitment and organizational identity in influencing work performance. Organizations can adopt the above concept ideas to devise human resources policies to improve work-life balance and ensure organizational success. It is recommended that future studies empirically test the proposed framework using qualitative methodologies (Zhang & Abd. Rahim, 2024) for further validation.

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