

ANALYSIS OF AFFECTIVE COMMITMENT AND WORK ETHIC ON THE PERFORMANCE OF MEMBERS OF THE SENYUM ANAK NUSANTARA (SAN) COMMUNITY, SIDOARJO CHAPTER

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Abstract. Discussions about human resources are important for the development of an organization. Low affective commitment and work ethic among the committee members of the Komunitas Senyum Anak Nusantara (SAN) Chapter Sidoarjo have led to suboptimal performance within the community. This study aims to identify and analyze the influence of affective commitment and work ethic on the performance of SAN Chapter Sidoarjo community members. This is a quantitative study with three variables: affective commitment, work ethic, and member performance, conducted on the SAN Chapter Sidoarjo community. The sampling method used non-probability sampling with a saturated sampling technique approach. Data collection was conducted through the distribution of questionnaires to all 74 members of the SAN Chapter Sidoarjo community, who served as the study population. The questionnaires were designed using a Likert scale. The data obtained were analyzed using the SEM-PLS method with the assistance of SmartPLS 4 software. The results of the study indicate that affective commitment and work ethic contribute to member performance. These findings imply the need to build and maintain members' affective commitment through personal approaches, non-material rewards, and active involvement in decision-making, as well as developing internal training programs or workshops to enhance work ethic, particularly in aspects of leadership, team collaboration, and time management.

Keywords: Affective commitment; Member performance; Work ethic

I. INTRODUCTION

Every organization, whether an institution or a company, considers human resources to be crucial to its development. Human resources are essentially the people who work for an organization to help it achieve its goals, think, and plan. Because of their essential role, human resource performance has become a focus of attention for every organization, including informal organizations (Rosita et al., 2024).

There are several elements that must be considered in the performance of organizational members, such as quantity, which can be measured by how quickly members can complete their work; quality, which can be measured by the accuracy, precision, and skills of members in performing their work; and effectiveness, which can be achieved by utilizing available resources and time to increase profits and reduce losses. The achievement of these elements indicates that performance management has been optimized (Fenetruma, 2021).

Senyum Anak Nusantara (SAN) Chapter Sidoarjo is one of the Non-Governmental Organizations (NGOs) or

communities that is now gaining attention for its member performance management. SAN Chapter Sidoarjo, as a chapter under the auspices of the SAN Indonesia Official Foundation and SAN Central, is known as an NGO or social community focused on education and welfare for children in need in Sidoarjo Regency. As a social community, SAN Chapter Sidoarjo relies on volunteer work and donations to carry out various external programs designed within a specific period. Thus, the members of this community are individuals with a high sense of social responsibility (Senyum Anak Nusantara, 2024).

The external programs in question include Seribu Senyum Nusantara (SSN), Ekspedisi Merah Putih (EMP), and Sekolah Nusantara (SN). The SSN program consists of a series of humanitarian activities with children from orphanages. The EMP program consists of a series of activities to celebrate Indonesia's Independence Day. Meanwhile, the Nusantara School (SN) program consists of a series of educational support activities for children in remote, frontier, and outer regions (3T) of Sidoarjo District. All members of the SAN Chapter Sidoarjo are required to serve as committee members in the ongoing external work

programs. Thus, the committee members responsible for implementing the external work programs are not external parties to the community but rather all internal members of the SAN Chapter Sidoarjo (Senyum Anak Nusantara, 2024).

The committee formation system in each external work program in this community is through open recruitment for internal members of the SAN Chapter Sidoarjo community. In this system, members are free to choose the committee for the work program that will be implemented, allowing members to align their capabilities with the needs of the committee they select. Through this system, members have the opportunity to try committees they have never chosen before and use it as a platform to learn new things. Additionally, members' choices can also be determined based on their current commitments; members will balance their abilities with the complexity of the job description for the committee they select.

According to Utari (2020), the higher a member's affective commitment to the organization where they work, the better their performance will be, and vice versa. Affective commitment is also closely related to responsibility toward the organization where they work and contributions to the organization's work programs. Members with high affective commitment are likely to want to remain in the organization and have a high sense of responsibility when carrying out work programs. The relationship between affective commitment and performance is positive. Without considering members' affective commitment to the organization, their performance will be less than optimal (Utari & Subijanto, 2020).

However, it cannot be denied that if community management is suboptimal, various challenges will arise. Similarly, in the case of the SAN Chapter Sidoarjo, sustainability over one period may not proceed smoothly due to challenges faced, namely a decline in member contributions to external work programs for the 2024/2025 period, according to the Internal Vice President of the SAN Chapter Sidoarjo 2024/2025. This indicates that the indicators of cooperation and member responsibility in the member performance variable have not been met.

The number of committee contributions to the external work program of the SAN Chapter Sidoarjo for the 2024/2025 period has consistently decreased. This issue impacts the conditions during activities, as committee members are sometimes overwhelmed in performing their assigned tasks because they must handle more than one task per committee member. If this occurs, the delivery of concepts or materials to the target audience is less than optimal due to insufficient human resources. The Coordinator and other members of the Executive Board (BPH) have not yet found a solution to this issue.

Affective commitment is one of the variables that can contribute to the performance of nonprofit organization members. In this study, affective commitment contributes the most to organizational performance improvement.

Therefore, it can be concluded that affective commitment is a good predictor for nonprofit organizations in improving their members' performance (Setyawan, 2021). The decline in performance is indicated by the low affective commitment of the SAN Chapter Sidoarjo community committee. Based on observations conducted by the researcher, it was found that some committee members still lack concern for the organization and a sense of ownership toward it.

According to Amin (2024), work ethic plays a crucial role in improving organizational performance. Work ethic is the work spirit based on values certain and fundamental attitudes toward interpersonal skills and initiative. The SAN Chapter Sidoarjo for the 2024/2025 period also faces challenges related to the suboptimal guidance and delivery of materials to children as the target audience in the external work program. This indicates that the quality indicators for member performance have not been met, as evidenced by complaints related to mentoring in the external work program of the SAN Chapter Sidoarjo for the 2024/2025 period.

Additionally, work ethic is one of the variables influencing the performance of nonprofit organization members. Issues in the effectiveness of mentoring can also be linked to aspects of discipline, responsibility, and professionalism in carrying out tasks. According to Putra (2020), work ethic is an attitude arising from one's own willingness or desire based on a cultural value system toward work. The low work ethic of the SAN Chapter Sidoarjo community committee is also a cause of suboptimal performance within the community, namely the low quality of some committee members and the lack of motivation arising from both themselves and their environment. These issues result in committee members lacking motivation to contribute when implementing work programs.

Although there have been many studies examining the factors that influence member performance, there are still differences in findings regarding the role of affective commitment and work ethic in improving individual performance. Additionally, many of these studies have focused on profit-oriented organizations as research subjects, while this study aims to analyze member performance in non-profit organizations. Given the inconsistencies in findings and the literature gap, this study aims to fill the research gap by conducting a more in-depth analysis of the relationship between affective commitment, work ethic, and member performance.

Based on this background, this study aims to investigate and analyze the influence of affective commitment and work ethic on the performance of members of the Komunitas Senyum Anak Nusantara Chapter Sidoarjo using the following conceptual framework:

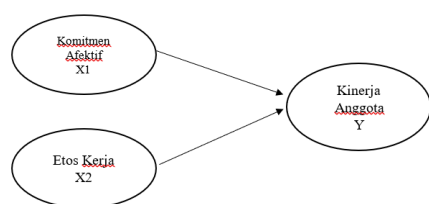


Figure 1 Conceptual Framework of the Study

H1: Affective commitment has a positive effect on the performance of members of the Senyum Anak Nusantara Community, Sidoarjo Chapter.

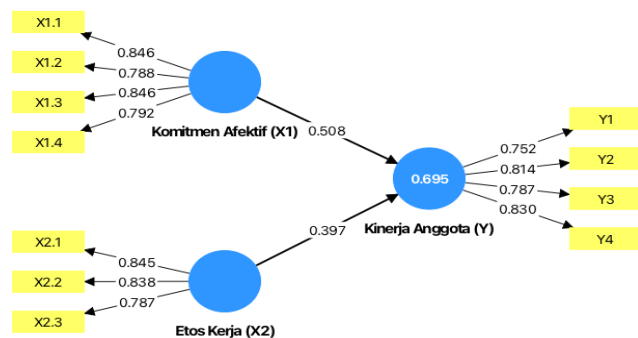
H2: Work ethic has a positive effect on the performance of members of the Senyum Anak Nusantara Community, Sidoarjo Chapter.

II. RESEARCH METHOD

This study is classified as quantitative research. There are three variables in this study, namely Affective Commitment, Work Ethic, and Member Performance, which were conducted on the Senyum Anak Nusantara Community Chapter Sidoarjo. The population in this study consisted of all members of the Senyum Anak Nusantara Community Chapter Sidoarjo, totaling 74 people. The sampling method used is non-probability sampling, with a saturated sampling technique approach. The measurement scale used is an ordinal scale through a Likert scale with a response score of 1 to 5. Primary data was obtained from questionnaires distributed to respondents in the form of answers to statements related to the research variables. Meanwhile, the secondary data obtained were sourced from the management of the Senyum Anak Nusantara Community Chapter Sidoarjo. The data analysis technique used in this study was Partial Least Square (PLS). The steps in analyzing the data included validity testing, reliability testing, structural model testing, and hypothesis testing.

I. RESULT AND DISCUSSION

A. Outer Model



Gambar 2 Model PLS

Based on the diagram, it can be seen that the highest factor loading of the affective commitment variable is on the

indicator of concern for the organization (X1.1) with a factor loading of 0.846. Meanwhile, for the work ethic variable, the highest factor loading is on interpersonal skills (X2.1) with a factor loading of 0.845. For the member performance variable, the highest factor loading is on the cooperation indicator (Y4) with a factor loading of 0.830.

TABEL I
R-SQUARE

	R-Square	R-Square Adjusted
Member Performance	0,695	0.687

The R-Square (R^2) value of 0.695 indicates that the model in this study is able to explain 69.5% of the variance in the Member Performance (Y) variable influenced by the independent variables, namely Affective Commitment (X1) and Work Ethic (X2). The remaining 31.5% is explained by other variables outside the research model. Thus, this R^2 value indicates that the model has sufficient explanatory power for the endogenous variable.

B. Uji Hipotesis

TABEL VI
PATH COEFFICIENTS

	Path Coefficient	T Statistic	P Values
Affective commitment-> Member Performance	0,508	7,167	0.000
Work ethic -> Member Performance	0.397	5,187	0.000

Based on the table, it can be concluded that:

1. Affective Commitment (X1) has a positive effect on Member Performance (Y) and is acceptable, with a path coefficient value of 0.508, a T-statistic value of 7.167 (greater than the T-table value of 1.96 at $Z\alpha = 0.05$), and a P-value of 0.000 (smaller than $\alpha = 0.05$), it can be concluded that the effect is statistically significant and positive.
2. Work Ethic (X2) has a positive effect on Member Performance (Y) and is acceptable, with a path coefficient value of 0.397, a T-statistic value of 5.187 (greater than the T-table value of 1.96 at $Z\alpha = 0.05$), and a P-value of 0.000 (less than $\alpha = 0.05$), it can be concluded that the effect is statistically significant and positive.

The Influence of Affective Commitment on Member Performance

The results of the descriptive analysis show that of the four indicators used to measure affective commitment, the indicators of concern for the organization and emotional attachment have the highest percentages. Members who care about the condition of the organization tend to be more active, responsible, and demonstrate optimal performance in supporting the continuity of organizational activities.

Meanwhile, members who have strong emotional attachment to the organization will have motivation and desire to continue contributing to the organization.

Field observations indicate that the affective commitment of SAN Chapter Sidoarjo members is low. This is evidenced by the fact that members' concern and emotional attachment to the organization, which are key indicators of affective commitment, remain low. Low affective commitment among members impacts their performance negatively. This finding aligns with the initial observations and assumptions made by the Internal Vice President of the SAN Chapter Sidoarjo, who noted a decline in performance indicated by the low affective commitment of the SAN Chapter Sidoarjo community committee. This decline is reflected in reduced member contributions to external program activities, resulting in suboptimal member performance and the identification of some committee members who still lack concern for the organization and a sense of ownership toward it. Only a portion of the organizational committee members are concerned about the issues at hand, indicating that the remaining committee members are less concerned.

This finding aligns with previous research conducted by Kuswanti et al. (2021) and Utari and Subijanto (2020), which stated that affective commitment significantly contributes to improving member performance. Affective commitment is reflected in members' sense of belonging, emotional closeness, and happiness within the organization. This fosters members' loyalty and dedication to the roles they perform. In line with this, according to Parinding (2017), affective commitment is one of the key factors in building high performance because it creates a sense of attachment, responsibility, and discipline in consistently completing tasks.

The Influence of Work Ethic on Member Performance

The results of the descriptive analysis show that of the three indicators used to measure work ethic, the indicator with the highest percentage is interpersonal skills. This indicator reflects the habits, attitudes, mannerisms, appearance, and behavior used when around other people and influences how one interacts with others. It also includes how members establish working relationships with others, both inside and outside the organization. Good interpersonal skills include being polite, friendly, attentive, pleasant, cooperative, and helpful. This indicator is a dominant factor in driving member performance. This indicates that positive social relationships in the work environment can create effective collaboration and support the achievement of organizational goals.

Field data shows that the work ethic of SAN Chapter Sidoarjo members is low. This is evidenced by the fact that members' interpersonal skills, which are a key indicator of work ethic, remain low. Low work ethic among members impacts their performance. This aligns with initial observations and discussions with the Internal Vice Chair of the SAN Chapter Sidoarjo, indicating issues in the

effectiveness of program support during ongoing initiatives. As a result, the SAN Chapter Sidoarjo community has received complaints from external parties, particularly in some external programs, leading to suboptimal member performance. Some poorly organized committees caused complaints during activities due to busyness and questions about whether there was backup for the work. Additionally, committee members' enthusiasm for participating in a community may decline if there is no motivation from themselves or their environment.

This study aligns with previous research conducted by Aryani and Rini (2024), Hidayatullah et al. (2023), and Angin and Ramadhani (2022), which showed that work ethic positively influences member performance. A high work ethic reflects the ability to work independently, take responsibility, and complete tasks efficiently. Interpersonal skills, initiative, and reliability are important components of work ethic that encourage members to work more disciplined, with integrity, and produce high-quality results. This finding is further supported by the opinion of Fitra et al. (2024), who state that work ethic is a crucial foundation in shaping productive work behavior among members that is oriented toward achieving organizational goals.

III. CONCLUSIONS

This study confirms that affective commitment contributes to the performance of members of the Senyum Anak Nusantara (SAN) Chapter Sidoarjo. A strong sense of care, emotional attachment, and ownership toward the organization motivates members to work more effectively in implementing programs. Additionally, work ethic also contributes to the performance of members of the Senyum Anak Nusantara (SAN) Chapter Sidoarjo. The ability to be reliable, take initiative, and possess good interpersonal skills enables members to complete tasks effectively and efficiently. Given the existing issues, the SAN Chapter Sidoarjo community leadership should prioritize indicators of concern and emotional attachment to the organization as key qualifications for future open recruitment. This could involve adding selection processes such as activity simulations or short tasks to assess how prospective members interact, take initiative, and demonstrate a sense of ownership toward the tasks. This is because both indicators are important in affective commitment, but their levels in the SAN Chapter Sidoarjo community are currently low and need to be improved. Thus, enhancing affective commitment will contribute to improved member performance. Additionally, the committee should also consider interpersonal skills as a qualification for future open recruitment. By adding selection processes such as conducting small group work simulations and observing how prospective members can communicate and listen, give space to others, and manage differing opinions. This is because these indicators are important in work ethic, but their current levels within the SAN Chapter Sidoarjo community are still low and need to be

improved. Thus, enhancing work ethic will contribute to improving member performance.

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