

Research Article

Affective Commitment as a Pathway from Family Management Conflict and Work Engagement to Superior Performance in a Family-Owned Mining Firm

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Abstract

Family-owned firms often face managerial challenges related to family management conflict, work stress, and employee engagement. Prior findings on their effects on organizational performance are inconsistent and seldom consider these factors simultaneously with affective commitment as a mediator. This study examines relationships among family management conflict, work stress, work engagement, affective commitment, and superior company performance in a family-owned coal mining firm. Superior performance refers to achieving strategic objectives through productivity, operational efficiency, employee contributions, and sustainable competitive advantage. A sequential explanatory mixed-methods design provided statistical and contextual insights. Quantitative data were collected through structured questionnaires from 70 head-office employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). In-depth interviews with selected managers then enhanced interpretation and validated the quantitative results. Family management conflict and work engagement significantly affected affective commitment, whereas work stress did not. Work engagement and affective commitment positively affected superior company performance, whereas family management conflict and work stress had no direct effects. Affective commitment also mediated relationships of family management conflict and work engagement with performance. The study demonstrates how affective commitment can operate as a strategic mechanism for sustaining mining-firm performance.

Keywords: Family Management Conflict; Work Stress; Work Engagement; Affective Commitment; Superior Company Performance; Family Business

JEL Classification: D23, J28, M12

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1. Introduction

Family businesses play a vital role in fostering economic growth, generating employment, and promoting sustainability across various sectors. Family members' involvement in both ownership and managerial decision-making often leads to long-term strategic focus, organizational stability, and a heightened commitment to business continuity.

However, these enterprises also face unique challenges that set them apart from non-family firms, particularly conflicts among family members involved in management. These conflicts can stem from differing interests, succession issues, role ambiguity, and varying strategic perspectives, all of which can affect organizational effectiveness and performance. Recent studies highlight that family management conflict remains a critical factor influencing the sustainability and competitiveness of family-owned enterprises (Miroshnychenko et al., 2024; Reiners & Kuckertz, 2024).

The increasing complexity of business competition requires organizations to maintain superior performance by managing human resources and organizational relationships effectively. In family firms, management conflict may create uncertainty among employees and reduce organizational cohesion, which subsequently affects employee attitudes and behaviors. At the same time, employees are often exposed to various work demands that may generate work stress. Excessive work stress can reduce employee concentration, lower job satisfaction, and negatively influence organizational outcomes. Previous studies indicate that unmanaged work stress tends to weaken employee productivity and overall organizational performance, particularly in highly competitive business environments (Nasrani Margareth Sitorus et al., 2025; Anggaredho, 2025).

In contrast, work engagement has emerged as a key determinant of organizational success. Work engagement reflects a positive and fulfilling psychological state characterized by vigor, dedication, and absorption in work activities. Highly engaged employees are more likely to contribute innovative ideas, maintain strong work motivation, and perform beyond formal job requirements. Consequently, organizations with highly engaged employees tend to achieve higher productivity and stronger competitive advantages. Empirical evidence consistently demonstrates that work engagement contributes positively to both individual and organizational performance (Schaufeli et al., 2002; Ningsih et al., 2025).

Beyond direct effects, affective commitment is widely recognized as a strategic factor that strengthens the link between employee attitudes and organizational outcomes. Affective commitment refers to an employee's emotional attachment, identification, and involvement with the organization. Employees with strong affective commitment are more willing to align their personal goals with organizational objectives, resulting in improved performance and stronger organizational citizenship behavior. Meyer and Allen (1991) argue that affective commitment represents the most influential dimension of organizational commitment because it reflects genuine emotional attachment rather than economic necessity. Furthermore, research has shown that affective commitment can mediate the influence of workplace conditions on employee performance and organizational effectiveness (Scrima et al., 2014).

Despite extensive research on organizational commitment, work stress, and work engagement, findings on their relationship with organizational performance remain inconclusive. Several studies report that work stress negatively affects performance, while others suggest that moderate stress levels may not significantly influence employee outcomes. Likewise, the influence of family management conflict on organizational performance continues to generate mixed empirical evidence. Some researchers argue that conflict weakens organizational effectiveness, whereas others suggest that constructive conflict may stimulate innovation and improve decision-making. These inconsistent findings indicate a research gap that requires further investigation, particularly in the context of family businesses operating in dynamic industries (Miroshnychenko et al., 2024; Reiners & Kuckertz, 2024).

This study is grounded in the importance of understanding the mechanisms through which family management conflict, work stress, and work engagement influence superior company performance. By incorporating affective commitment as a mediating variable, this study seeks to explain better the psychological processes that connect organizational conditions with performance outcomes. Such understanding is essential for managers seeking to improve organizational effectiveness while maintaining employee commitment and engagement in increasingly competitive business environments (Muchtadin & Sundary, 2023; Muhyi, 2021).

Despite extensive studies on organizational commitment, work stress, work engagement, and firm performance, empirical findings remain inconclusive, particularly regarding the role of family management conflict in shaping employee attitudes and organizational outcomes. Previous research has predominantly examined these variables separately, with limited attention given to their simultaneous interaction within a comprehensive framework that explains how organizational and behavioral factors influence performance. Furthermore, studies integrating family management conflict, work stress, work engagement, and affective commitment remain scarce, especially in family-owned firms operating in complex and high-risk industries such as mining. Drawing on contemporary family business literature and organizational behavior theory, this study advances the understanding of performance drivers by positioning affective commitment as a key psychological mechanism linking managerial and employee-related factors to organizational outcomes. This research is novel not only for integrating these variables into a single model but also for using a mixed-methods sequential explanatory approach that combines statistical evidence with contextual insights from managerial interviews. This approach provides a deeper explanation of how family-related managerial dynamics, employee engagement, and workplace stress collectively shape affective commitment and, ultimately, superior company performance in a family-owned mining company, thereby extending the international literature on family business governance, employee commitment, and sustainable organizational performance.

2. Literature Review and Hypothesis

Literature Review

Family Management Conflict

Family management conflict refers to disagreements, tensions, or disputes among family members involved in business ownership and management activities. Unlike conflicts in non-family firms, family management conflict is characterized by the overlap of family relationships and business interests, making it more complex to manage. Family-related conflicts commonly arise from differences in strategic vision, succession planning, role ambiguity, ownership distribution, and interpersonal relationships among family members. If not managed properly, such conflicts can affect employee perceptions, organizational climate, and managerial effectiveness. However, constructive conflict may also encourage better decision-making and organizational adaptation when managed appropriately (Miroshnychenko et al., 2024). Family management conflict matters because employees often observe and interpret the quality of relationships among family members. When conflicts become visible, employees may perceive uncertainty regarding organizational stability and leadership effectiveness.

Work Stress

Work stress is a psychological and physiological response that occurs when employees perceive an imbalance between job demands and their available resources or capabilities. High workloads, role ambiguity, interpersonal conflicts, time pressure, and organizational changes are among the most common sources of work stress. While moderate stress may encourage employees to improve performance, excessive stress can reduce concentration, motivation, and psychological well-being, affecting organizational outcomes (Robbins & Judge, 2015). From an organizational perspective, prolonged exposure to work stress may decrease employee commitment, increase turnover intentions, and lower productivity. Employees experiencing high stress often struggle to maintain a positive emotional attachment to the organization. Therefore, understanding the consequences of work stress is essential for organizations seeking to maintain sustainable performance and employee well-being.

Work Engagement

Work engagement refers to a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption. Engaged employees show high energy, enthusiasm, and concentration while performing their tasks. Work engagement reflects an employee's willingness to invest cognitive, emotional, and physical resources in work activities, making it an important determinant of organizational success (Schaufeli et al., 2002). Employees with high work engagement are more likely to demonstrate proactive behavior, creativity, persistence, and

organizational citizenship behavior. As a result, work engagement is often associated with improved job performance, stronger organizational commitment, and enhanced organizational effectiveness. Organizations that foster employee engagement generally achieve better performance outcomes and stronger competitive advantages (Yalabik et al., 2013).

Affective Commitment

Affective commitment represents an employee's emotional attachment, identification, and involvement with the organization. According to Meyer and Allen (1991), affective commitment reflects an employee's desire to remain a member of the organization because of emotional attachment rather than obligation or necessity. Employees with strong affective commitment tend to align their personal goals with organizational objectives and exhibit greater loyalty and dedication. In family businesses, affective commitment plays an essential role in maintaining organizational stability and supporting long-term sustainability. Employees who feel emotionally connected to the organization are more likely to contribute positively to organizational performance and remain committed during periods of organizational change. Previous studies have highlighted affective commitment as a critical mechanism linking workplace conditions with employee behavior and performance outcomes (Scrima et al., 2014).

Superior Company Performance

Superior company performance reflects an organization's ability to achieve strategic objectives effectively while maintaining sustainable competitive advantages. Superior performance encompasses financial and non-financial dimensions, including productivity, efficiency, innovation, employee effectiveness, and long-term business growth. Organizational performance is influenced not only by strategic and financial factors but also by employee attitudes, commitment, and engagement. Contemporary organizational theories emphasize that superior company performance emerges when organizations successfully align human resources, organizational culture, and managerial practices with strategic goals. Consequently, understanding the factors that influence employee commitment and engagement is essential for achieving superior organizational outcomes (Miroshnychenko et al., 2024).

Hypothesis

Family Management Conflict and Affective Commitment

Family management conflict can influence employees' perceptions regarding organizational stability and leadership quality. Frequent conflicts among family members may create uncertainty and reduce employees' emotional attachment to the organization. Found that relationship conflict in family firms significantly influences affective organizational commitment. Reported that perceptions of family relationship conflict negatively affect non-family employees' affective commitment. Other studies in family business settings also emphasize that conflict dynamics shape employee attitudes and organizational attachment (Miroshnychenko et al., 2024).

H1: Family Management Conflict significantly affects Affective Commitment.

Work Stress and Affective Commitment

Work stress is frequently associated with reduced emotional attachment toward the organization because excessive demands may decrease employee satisfaction and well-being. Found that stress-related conditions influence affective commitment through employee psychological responses. Also reported that workplace stress negatively affects organizational commitment. Additional studies suggest that employees experiencing high stress tend to show lower commitment and weaker organizational identification.

H2: Work Stress significantly affects Affective Commitment.

Work Engagement and Affective Commitment

Work engagement encourages employees to develop stronger emotional attachment and involvement with the organization. Employees who are highly engaged tend to feel more connected to organizational goals and values. Found that work engagement positively influences affective commitment. Scrima et al. (2014), and Muchtadin and Sundary (2023) reported similar findings,

concluding that engaged employees are more likely to show higher levels of affective commitment.
H3: Work Engagement significantly affects Affective Commitment.

Family Management Conflict and Superior Company Performance

Family management conflict may influence organizational effectiveness by disrupting coordination, decision-making quality, and strategic implementation. Research on family businesses indicates that unresolved conflict often weakens organizational performance and long-term competitiveness. Studies by Miroshnychenko et al. (2024), Reiners and Kuckertz (2024), support the importance of managing conflict to sustain organizational performance.

H4: Family Management Conflict significantly affects Superior Company Performance.

Work Stress and Superior Company Performance

Excessive work stress may reduce employee productivity, increase errors, and weaken organizational effectiveness. Empirical evidence from Anggaredho (2025), Nasrani Margareth Sitorus et al. (2025), Putranto and Wibowo (2024), indicates that stress-related factors influence employee performance and organizational outcomes.

H5: Work Stress significantly affects Superior Company Performance.

Work Engagement and Superior Company Performance

Employees with high levels of engagement generally demonstrate better productivity, stronger motivation, and higher performance. Previous studies by Schaufeli et al. (2002), Ningsih et al. (2025), Yalabik et al. (2013), and Scrima et al. (2014) consistently found positive relationships between work engagement and performance outcomes.

H6: Work Engagement significantly affects Superior Company Performance.

Affective Commitment and Superior Company Performance

Employees with strong affective commitment are more willing to contribute to organizational success and exert greater effort to achieve organizational objectives. Meyer and Allen (1991), Muhyi (2021), found that affective commitment positively contributes to organizational effectiveness and performance.

H7: Affective Commitment significantly affects Superior Company Performance.

3. Data and Method

Research Design

This study employed a mixed-methods approach using a sequential explanatory design. The quantitative phase examined the relationships among family management conflict, work stress, work engagement, affective commitment, and superior company performance. Subsequently, the qualitative phase used in-depth interviews to provide deeper explanation and interpretation of the quantitative findings. This approach allows researchers to obtain a comprehensive understanding of the phenomenon under investigation by integrating statistical analysis with contextual insights obtained directly from participants.

Population and Sample

The study population consisted of all employees at the head office of Company X, a family-owned coal mining company. The company was selected for its unique organizational characteristics, where family members are actively involved in managerial activities and strategic decision-making. The study used a census sampling technique, including all eligible employees who met the predetermined criteria as research respondents. A total of 70 employees participated in the quantitative survey, representing various organizational divisions and hierarchical levels within the company. For the qualitative phase, the researchers purposively selected several key informants based on their managerial positions, work experience, and understanding of family business dynamics to provide in-depth information on the research variables.

Data Sources and Data Collection Techniques

This study employed both primary and secondary data sources. The study obtained primary data directly from respondents through structured questionnaires and semi-structured interviews. The questionnaire was distributed to employees to measure perceptions regarding family management conflict, work stress, work engagement, affective commitment, and superior company performance. Meanwhile, in-depth interviews were conducted to gain a more comprehensive understanding of organizational conditions and to validate the quantitative findings. Secondary data were collected from company documents, organizational reports, academic journals, books, and other relevant publications that support the study's theoretical framework.

Data Analysis Technique

The quantitative data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS. PLS-SEM was selected because it can analyze complex relationships among multiple latent variables simultaneously and is suitable for studies with relatively limited sample sizes. The analysis was conducted in two stages: evaluating the measurement model (outer model) and evaluating the structural model (inner model). The outer model evaluation assessed the validity and reliability of the measurement indicators. This evaluation included assessments of convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. Indicators meeting the established statistical criteria were considered valid and reliable for further analysis. The inner model evaluation examined relationships among latent variables and tested the proposed hypotheses. The structural model assessment included coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), path coefficients, and bootstrapping procedures to determine the significance of direct and indirect effects. We analyzed the mediating role of affective commitment through indirect-effect testing using bootstrapping.

We adapted the measurement instruments used in this study from established scales widely validated in previous family business and organizational behavior research. Before data collection, we reviewed and adjusted all questionnaire items to fit the organizational context of a family-owned mining company while preserving their original conceptual meanings. The qualitative phase involved semi-structured interviews with selected managerial informants who possessed extensive knowledge of organizational dynamics, family management practices, and employee relations. The interview protocol was developed based on the quantitative findings and focused on exploring the underlying reasons for the observed statistical relationships. We analyzed qualitative data using thematic coding procedures, including data reduction, categorization, theme identification, and interpretation. To ensure methodological rigor, we integrated the qualitative findings with the quantitative results through a sequential explanatory approach, using interview evidence to validate, clarify, and enrich the statistical outcomes. In addition, we implemented procedural remedies to minimize common method bias, including anonymity assurance, voluntary participation, and the separation of questionnaire sections. All respondents and informants participated voluntarily after receiving information about the study's purpose, data confidentiality, and research procedures, and the study followed accepted ethical standards for social science research.

4. Results

Outer Model Evaluation

The research model was analyzed using the Partial Least Squares (PLS) method with SmartPLS 3.2.9. The PLS analysis of the outer model yielded the following results: Outer Model (Measurement Model) Testing.

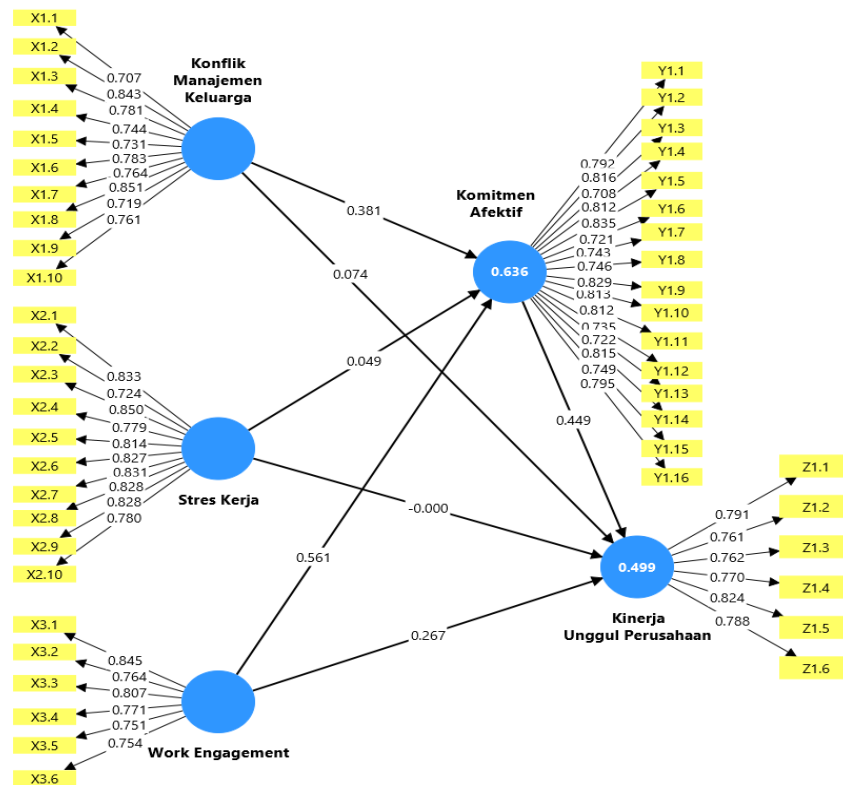


Figure 1. Outer model results using SmartPLS version 3.2.9

The subsequent evaluation involves comparing the correlations between constructs and the square root of the AVE. If the square root of the AVE is greater than the inter-construct correlations, the result is considered valid. If the square root of the AVE for each construct exceeds the correlation between any two constructs in the model, the model demonstrates superior discriminant validity. An AVE value greater than 0.50 indicates a good value. Table 1 presents the AVE values and the square roots of the AVE for each construct in this study:

Table 1. AVE values

No	Variables	Average variance extracted (AVE)	Decision
1	Family Management Conflict	0,593	Valid
2	Work Stress	0,657	Valid
3	Work Engagement	0,613	Valid
4	Affective Commitment	0,607	Valid

Source: 2025 Questionnaire, data processing

Based on Table 1, all constructs exhibit AVE values greater than 0.50; the lowest value is 0.593 for the family-management conflict variable (X1), and the highest is 0.657 for the work stress variable (X2). These values meet the established minimum AVE threshold of 0.50.

Fornell-Larcker Values

The next step involves comparing the square root of the Fornell-Larcker values with the inter-construct correlations within the model. In this study, the results regarding inter-construct correlations and Fornell-Larcker values are presented in Table 2 below:

Table 2. Fornell-Larcker Values

No	Variables	Superior Corporate Performance	Affective Commitment	Family Management Conflict	Work Stress	Work Engagement
1	Superior Corporate Performance	0,783				
2	Affective Commitment	0,680	0,779			
3	Family-Management Conflict	0,429	0,593	0,770		
4	Work Stress	0,266	0,374	0,532	0,810	
5	Work Engagement	0,606	0,699	0,333	0,220	0,783

Source: Questionnaire results processed using SmartPLS 3.2.9 (2026)

Table 2 shows that the Fornell-Larcker values for each construct exceed their respective correlation values; therefore, the constructs in this research model are considered to possess good discriminant validity.

Composite Reliability

The outer model can be evaluated using convergent validity and discriminant validity, as well as composite reliability and Cronbach's alpha values, which measure construct (latent variable) reliability. A construct is considered reliable if its composite reliability exceeds 0.70 and its Cronbach's alpha exceeds 0.60. The composite reliability values calculated using SmartPLS 3.2.9 are presented in Table 3:

Table 3. Composite Reliability and Cronbach's alpha

No	Variables	Cronbach's alpha	Composite reliability
1	Superior Corporate Performance	0,874	0,876
2	Affective Commitment	0,956	0,958
3	Family-Management Conflict	0,924	0,934
4	Work Stress	0,942	0,950
5	Work Engagement	0,874	0,883

Source: Questionnaire results processed using SmartPLS 3.2.9 (2026)

A construct is considered satisfactory if its composite reliability and Cronbach's alpha exceed 0.60. The SmartPLS 3.2.9 output shows that most constructs have a Cronbach's alpha greater than 0.60 and a composite reliability value greater than 0.70. Based on the required minimum thresholds, all constructs demonstrate good reliability.

Formative Construct Test

In this study, formative constructs are not assessed using AVE, the Fornell-Larcker criterion, Cronbach's alpha, or composite reliability. Instead, are evaluate formative constructs using indicator collinearity, specifically a VIF score of < 5. VIF scores are derived from model measurement using the PLS algorithm to verify the consistency of the measurement instrument. A measurement instrument is considered reliable if it yields consistent results across repeated measurements. The results of the formative construct test are presented in Table 4 below:

Table 4. Collinearity Indicator Measurement Results

No	Variables	VIF
1	Affective Commitment -> Superior Company Performance	2,748
2	Family Management Conflict -> Superior Company Performance	1,895
3	Family Management Conflict -> Affective Commitment	1,497

4	Work Stress -> Superior Company Performance	1,405
5	Work Stress -> Affective Commitment	1,398
6	Work Engagement -> Superior Company Performance	1,993
7	Work Engagement -> Affective Commitment	1,128

Source: Data processing results using SmartPLS 3.2.9 (2026)

Regarding the indicator collinearity measurement technique, all variables yielded values of less than 5. The VIF results in Table 4.18 above indicate that the indicators fall within the safe range. In other words, this study has no multicollinearity issues.

Goodness of Fit

In SmartPLS, three measures can be used to assess goodness of fit. Based on the data processing results, the following findings were obtained:

Table 5. Model Fit

GOF	Results	Criteria	Information
SRMR	0,083	< 0,1	<i>Good Fit</i>

Source: Data processing results using SmartPLS 3.2.9 (2025)

Based on Table 5, the SRMR value is 0.084 (< 0.1), indicating a good model fit. In SEM-PLS, SRMR is used as a fit measure to reduce the risk of model specification errors.

Model R-Square (R²)

Based on substantive theory, the inner model describes the relationships between latent variables. For endogenous constructs, R-Square represents the coefficient of determination. A value of 0.25 indicates a weak effect, while 0.50 indicates a strong effect (Hair, 2014).

Table 6. Model R-Square (R²)

Variable	R-Square
Affective Commitment (Y)	0,636

Source: Data processing results using SmartPLS 3.2.9 (2025)

Based on Table 6, the R-square value is 0.636, indicating that family management conflict (X1), work stress (X2), and work engagement (X3) explain 63.6% of the variation in affective commitment. Other models explain the remaining 36.4%.

Path Coefficients

The results of the hypothesis testing in this study are illustrated in Figure 2 below:

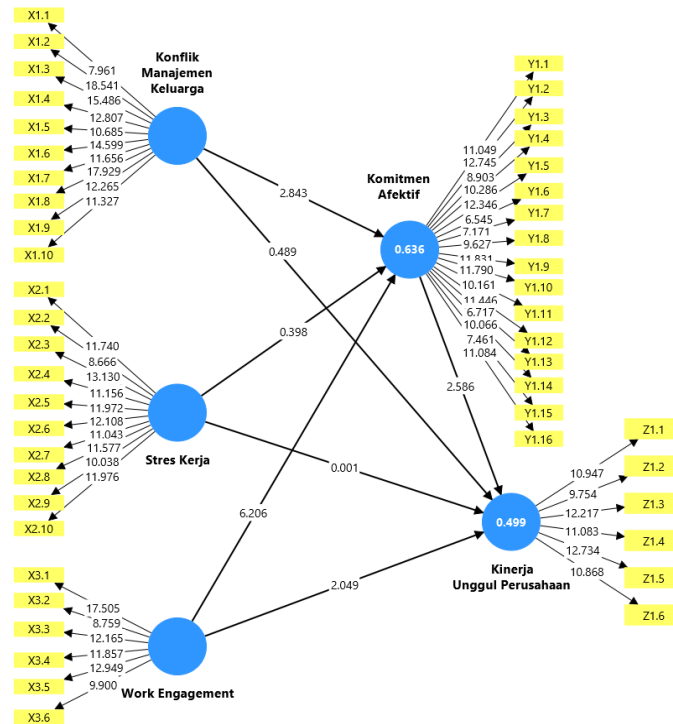


Figure 2. Inner model results using SmartPLS version 3.2.9

This study conducted hypothesis testing using SmartPLS (Partial Least Squares) software version 3.2.9. The software's bootstrapping function produced the relevant values. The criteria applied in this study involved a t-statistic significance level greater than 1.96 and p-values less than 0.05 (5%). We examined the p-values between exogenous and endogenous variables to assess the predictive model's significance during structural model testing.

Table 7. Path coefficients test

No	Variables	Original sample (O)	T statistics	P values	Results
1	Family Management Conflict -> Affective Commitment	0,381	2,843	0,002	Significant
2	Work Stress -> Affective Commitment	0,049	0,398	0,345	Not significant
3	Work Engagement -> Affective Commitment	0,561	6,206	0,000	Significant
4	Family Management Conflict -> Superior Company Performance	0,074	0,489	0,312	Not significant
5	Work Stress -> Superior Company Performance	0,000	0,001	0,500	Not significant
6	Work Engagement -> Superior Company Performance	0,267	2,049	0,020	Significant
7	Affective Commitment -> Superior Company Performance	0,449	2,586	0,005	Significant
8	Family Management Conflict -> Affective Commitment -> Superior Company Performance	0,171	2,681	0,046	Significant
9	Work Stress -> Affective Commitment -> Superior Company Performance	0,022	0,419	0,338	Not significant
10	Work Engagement -> Affective Commitment -> Superior Company Performance	0,252	2,671	0,004	Significant

Source: Data processing results using SmartPLS 3.2.9 (2026)

Based on the SmartPLS 3.2.9 results, family management conflict influences affective commitment, whereas work stress does not. Furthermore, work engagement influenced both affective commitment and superior corporate performance, while family management conflict and work stress did not directly affect superior corporate performance. Affective commitment also influenced superior corporate performance. Mediation analysis revealed that affective commitment mediates the effects of family management conflict and work engagement on superior corporate performance but fails to mediate the effect of work stress on superior corporate performance. Thus, work engagement and affective commitment are key drivers of superior corporate performance, whereas family management conflict affects performance primarily by increasing employee affective commitment.

5. Discussion

The Effect of Family Management Conflict on Affective Commitment

The findings indicate that family management conflict influences affective commitment. This result suggests that the dynamics occurring among family members involved in business management shape employees' emotional attachment to the organization. In family businesses, employees often observe interactions among family members and use them as indicators of organizational stability and leadership quality. When conflicts are managed constructively, employees may perceive transparency and professionalism within the organization, strengthening their emotional attachment and identification with the company. Who emphasize that family relationship dynamics significantly influence employees' organizational attitudes and commitment. Found that family-related conflicts affect employee perceptions regarding organizational support and belongingness. This result also supports Miroshnychenko et al. (2024), who highlighted that family involvement and family governance mechanisms are important determinants of organizational effectiveness and employee responses in family firms.

The Effect of Work Stress on Affective Commitment

The findings reveal that work stress does not significantly influence affective commitment. This result indicates that employees maintain their emotional attachment to the organization despite experiencing work-related pressures. In the company context, employees may view work stress as a normal part of their responsibilities and therefore do not link work demands to their commitment to the organization. This finding supports the argument that organizational commitment is influenced not only by job demands but also by factors such as organizational support, leadership quality, career opportunities, and organizational culture. Several studies reported similar results, suggesting that employees can maintain commitment when they perceive adequate organizational support, even under stressful working conditions. Therefore, affective commitment appears more strongly associated with employees' emotional relationship with the organization than with the presence of work pressure itself.

The Effect of Work Engagement on Affective Commitment

The findings demonstrate that work engagement positively influences affective commitment. Employees who are enthusiastic, dedicated, and highly involved in their work tend to develop stronger emotional attachment to the organization. High engagement encourages employees to identify with organizational goals and values, resulting in stronger commitment and a greater willingness to contribute to organizational success. This finding aligns with Scrima et al. (2014), who found that work engagement strengthens affective commitment by increasing employee involvement and identification with organizational objectives. Similarly, Muchtadin and Sundry (2023) reported that employees with higher levels of work engagement exhibit stronger affective commitment. Also support this, concluding that engaged employees are more likely to remain emotionally attached to their organizations and show greater organizational loyalty.

The Effect of Family Management Conflict on Superior Company Performance

The findings indicate that family management conflict does not directly influence superior company performance. This result suggests that organizational performance is not necessarily

determined by conflict among family members involved in management. The company may possess governance mechanisms, operational systems, and managerial controls that prevent internal family conflicts from directly affecting organizational outcomes. This finding aligns with the perspective that not all conflicts generate negative consequences. Certain forms of conflict may stimulate discussion, encourage alternative viewpoints, and improve decision-making quality. Miroshnychenko et al. (2024) emphasized that family firms can maintain strong performance when they manage conflict through effective governance and communication systems. Likewise, Reiners and Kuckertz (2024) argued that organizational capabilities and strategic networks often play a more important role in determining firm performance than internal family disagreements.

The Effect of Work Stress on Superior Company Performance

The findings show that work stress does not significantly affect superior company performance. This indicates that employees can fulfill their responsibilities and maintain performance standards despite work-related pressure. Employees may have developed adaptive mechanisms that enable them to cope effectively with job demands and organizational challenges. This result aligns with studies suggesting that moderate stress can motivate employees to complete tasks and achieve organizational targets. Employees who possess adequate skills, experience, and organizational support are generally better equipped to manage stress without reducing performance quality. Consequently, the relationship between work stress and organizational performance may depend on contextual factors such as leadership support, organizational climate, and resource availability.

The Effect of Work Engagement on Superior Company Performance

The findings reveal that work engagement positively influences superior company performance. Employees who are highly engaged demonstrate greater enthusiasm, persistence, and dedication toward their work, which contributes to organizational effectiveness and productivity. Engaged employees tend to exceed formal job requirements, actively participate in organizational activities, and continuously seek ways to improve work outcomes. This finding supports the work engagement theory proposed by Schaufeli et al. (2002), which identifies engagement as a key driver of employee effectiveness and organizational success. Ningsih et al. (2025) reported similar findings, finding that engaged employees contribute significantly to organizational performance. Furthermore, Yalabik et al. (2013) emphasized that work engagement serves as a mechanism through which positive employee attitudes translate into improved performance outcomes.

The Effect of Affective Commitment on Superior Company Performance

The findings indicate that affective commitment positively influences superior company performance. Employees with a strong emotional attachment to the organization are more likely to show loyalty, dedication, and a willingness to contribute to organizational objectives. Such employees tend to align their personal goals with organizational goals and are motivated to support organizational success. This finding is consistent with Meyer and Allen (1991), who identified affective commitment as the strongest predictor of positive organizational behavior. Concluded that emotionally committed employees show higher performance and organizational involvement. Muhyi (2021) also supports this, finding that affective commitment contributes positively to employee effectiveness and organizational achievement.

The Mediating Role of Affective Commitment in the Relationship Between Family Management Conflict and Superior Company Performance

The findings demonstrate that affective commitment mediates the relationship between family management conflict and superior company performance. This suggests that family management conflict influences organizational performance indirectly through employees' emotional attachment to the organization. Employees with strong affective commitment are better able to sustain performance regardless of family-related managerial dynamics. This finding supports the organizational commitment theory developed by Meyer and Allen (1991), which emphasizes the strategic role of emotional attachment in translating organizational conditions into performance outcomes. The result further indicates that strengthening affective commitment can reduce the potential negative consequences of family management conflict on organizational effectiveness.

The Mediating Role of Affective Commitment in the Relationship Between Work Stress and Superior Company Performance

The findings indicate that affective commitment does not mediate the relationship between work stress and superior company performance. This suggests that employees' emotional attachment to the organization is not the primary mechanism through which work stress influences performance outcomes. Employees may rely on professional competence, experience, and organizational support rather than emotional attachment when dealing with work-related pressure. This finding implies that organizations should focus not only on strengthening commitment but also on providing adequate resources, supportive leadership, and effective stress-management programs to ensure employees can maintain performance under demanding work conditions.

The Mediating Role of Affective Commitment in the Relationship Between Work Engagement and Superior Company Performance

The findings reveal that affective commitment mediates the relationship between work engagement and superior company performance. Employees who are highly engaged tend to develop stronger emotional attachment to the organization, which subsequently enhances organizational performance. This result demonstrates that engagement contributes not only directly to performance but also indirectly through increased affective commitment. This finding supports Scrima et al. (2014), who found that work engagement strengthens organizational commitment and ultimately improves performance outcomes. Emphasized that engaged employees develop stronger organizational attachment, resulting in greater productivity and organizational effectiveness. Therefore, affective commitment serves as an important psychological mechanism connecting employee engagement with superior company performance.

6. Conclusion

This study concludes that work engagement and affective commitment are the primary drivers of superior company performance in the context of a family-owned mining company. At the same time, family management conflict contributes indirectly through its influence on affective commitment, and work stress shows no significant effect on either affective commitment or performance. The findings extend organizational behavior and family business literature by providing empirical evidence that affective commitment functions as an important psychological mechanism linking organizational conditions and employee attitudes to performance outcomes. Methodologically, this study contributes by employing a sequential explanatory mixed-methods approach that integrates PLS-SEM analysis with in-depth interviews, enabling a more comprehensive understanding of the relationships among family management conflict, work stress, work engagement, affective commitment, and superior company performance. From a practical perspective, the significant effects of work engagement and affective commitment suggest that management should prioritize initiatives that strengthen employee involvement, dedication, and emotional attachment to the organization through supportive leadership, transparent communication, employee participation in decision-making, career development programs, and recognition systems.

Furthermore, because family management conflict influences performance indirectly through affective commitment, family-owned firms should establish professional governance structures and effective conflict-management mechanisms to maintain organizational stability and employee trust. Nevertheless, this study is limited by its focus on a single family-owned mining company and the inclusion of only head-office employees, which may restrict the generalizability of the findings to other industries, organizational settings, and employee groups. Future research should examine broader samples across multiple family businesses and sectors to enhance external validity and provide a more comprehensive understanding of the factors influencing organizational performance.

Recommendation

The company should implement measurable interventions based on the significant paths identified in this study. Because work engagement and affective commitment are key drivers of superior

company performance, management should conduct quarterly engagement surveys and affective-commitment assessments, establish leadership coaching and career-development programs, and monitor changes in employee productivity and performance indicators. To address the indirect role of family management conflict, the company should establish structured family-governance forums and formal conflict-resolution protocols with periodic evaluations. Although work stress did not significantly affect performance, management should maintain regular stress monitoring and employee well-being assessments to identify emerging risks.

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