

# Peer Assessment as a Tool for Measuring Employee Affective Commitment

Measuring Employee  
Affective  
Commitment

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## ABSTRACT

*This study investigates the role of peer assessment in identifying employee affective commitment within Bandung City government agencies. Affective commitment, encompassing emotional attachment, identification, and involvement, is influenced by work experience, personal values, and social support. Grounded in Social Network Theory, which highlights the significance of social interactions in workplace networks, this research employs a quantitative descriptive approach. Data was collected via questionnaires from employees with at least one year of service, assessing three commitment dimensions through peer evaluations to ensure objectivity. Findings reveal a high level of affective commitment, with emotional engagement as the primary contributor and participation the lowest. Positive peer perceptions significantly enhance employees' sense of belonging and loyalty, validating peer assessment as an effective alternative indicator of affective commitment. These results align with Organizational Support and Social Network Theories, emphasizing the role of social relationships in fostering emotional bonds. The study offers practical insights for developing socially driven internal evaluation systems to boost employee loyalty and performance. Despite its contributions, limitations include potential peer assessment biases and context-specific findings, suggesting future research to explore causal relationships and broader applications.*

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**Keywords:** Affective Commitment, Burnout, Social Network, Peer Assessment

## ABSTRAK

*Penelitian ini mengkaji peran penilaian sejawat dalam mengidentifikasi komitmen afektif pegawai di lingkungan instansi pemerintah Kota Bandung. Komitmen afektif, yang meliputi keterikatan emosional, identifikasi, dan keterlibatan, dipengaruhi oleh pengalaman kerja, nilai-nilai pribadi, dan dukungan sosial. Berdasarkan Teori Jaringan Sosial, yang menyoroti pentingnya interaksi sosial dalam jaringan tempat kerja, penelitian ini menggunakan pendekatan deskriptif kuantitatif. Data dikumpulkan melalui kuesioner dari pegawai dengan masa kerja minimal satu tahun, dengan menilai tiga dimensi komitmen melalui penilaian sejawat untuk memastikan objektivitas. Temuan penelitian menunjukkan tingkat komitmen afektif yang tinggi, dengan keterlibatan emosional sebagai kontributor utama dan partisipasi sebagai kontributor terendah. Persepsi positif dari rekan sejawat secara signifikan meningkatkan rasa memiliki dan loyalitas pegawai, sehingga penilaian sejawat menjadi indikator alternatif yang efektif untuk komitmen afektif. Hasil ini sejalan dengan Teori Dukungan Organisasi dan Jaringan Sosial, yang menekankan peran hubungan sosial dalam membina ikatan emosional. Penelitian ini menawarkan wawasan praktis untuk mengembangkan sistem evaluasi internal yang didorong secara sosial guna meningkatkan loyalitas dan kinerja pegawai. Meskipun memberikan kontribusi, keterbatasannya mencakup potensi bias penilaian sejawat dan temuan khusus konteks, yang menyarankan penelitian di masa mendatang untuk mengeksplorasi hubungan kausal dan aplikasi yang lebih luas.*

**Kata kunci:** Komitmen Afektif, Kelelahan, Jejaring Sosial, Penilaian Sebaya

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## **INTRODUCTION**

The phenomenon of burnout has emerged as a significant challenge impacting employee affective commitment in modern workplaces. Burnout, characterized by emotional exhaustion, drains employees' energy and diminishes their motivation to engage emotionally with their work and organization, leading to reduced affective commitment. According to Emotional Exhaustion Theory (Maslach & Leiter, 2000), prolonged emotional exhaustion, a core component of burnout, hampers employees' ability to form positive interactions and maintain emotional attachment to their organization. This decline in emotional engagement ultimately weakens their loyalty and dedication, posing a critical issue for organizational performance (Raharjo et al., 2023).

Burnout also contributes to job dissatisfaction, further eroding affective commitment. Excessive workplace demands and pressure can lead employees to feel overburdened, reducing their emotional involvement with their roles and the organization. Herzberg's Two-Factor Theory (2017) suggests that motivational factors like recognition, achievement, and growth are essential for fostering affective commitment, but burnout undermines satisfaction with these factors. The interplay between emotional exhaustion and job dissatisfaction creates a cycle that diminishes employees' emotional bonds with their organization, impacting their commitment (Engen et al., 2021). Moreover, burnout isolates employees, hindering their ability to build and sustain positive social relationships at work. This isolation disrupts the formation of affective commitment, which relies on emotional involvement and identification with organizational values, as outlined in Affective Commitment Theory (Fala et al., 2021; Meyer & Allen, 1991). Employees experiencing high emotional exhaustion often lose their sense of belonging and alignment with organizational goals, further weakening their commitment. Consequently, addressing burnout and its impact on social interactions is vital for sustaining employee loyalty and engagement (Muis et al., 2022).

Peer assessment offers a promising approach to understanding and enhancing employee affective commitment. By involving colleagues in evaluating performance, behavior, and contributions, peer assessment provides valuable feedback that can foster social support and recognition. Research by Rhoades and Eisenberger (2002) demonstrates that social support from peers is positively associated with affective commitment, as it strengthens employees' emotional ties to their organization. Similarly, Elsaied (2021) found that positive peer assessments enhance employees' sense of value and belonging, reinforcing their commitment through social interactions (Donate et al., 2023). Theoretical frameworks further support the role of peer assessment in shaping affective commitment. Social Support Theory (House, 1981) posits that peer-provided emotional and informational support enhances workplace well-being, fostering stronger emotional bonds with the organization. Social Interaction Theory (Thoits, 2011) emphasizes that interactions with peers shape attitudes and commitment through shared values and perceptions. Additionally, Social Network Theory highlights the importance of peer relationships in reinforcing commitment by providing insights into social norms and organizational expectations (Burt, 2003).

Despite the growing interest in affective commitment, research on peer assessment as a model for its identification remains limited. Existing studies often focus on supervisory evaluations or self-assessments, overlooking the unique perspective offered by peer interactions within social networks. This study addresses this gap by exploring peer assessment as an alternative, socially grounded method to measure affective commitment comprehensively. Its novelty lies in integrating social network theory with peer assessment to provide a holistic understanding of how colleague perceptions influence emotional commitment in the workplace.

The primary objective of this research is to investigate the role of peer assessment in identifying and fostering employee affective commitment within the Bandung City government agency context. By examining the dimensions of emotional attachment, identification, and involvement, this study aims to quantify the impact of peer perceptions

on commitment levels. It seeks to validate peer assessment as a reliable indicator of affective commitment, offering practical insights for developing internal evaluation systems. Ultimately, this research aspires to contribute to strategies that enhance employee loyalty and performance through a supportive, socially connected work environment.

## **LITERATURE REVIEW**

### **Affective Commitment and Its Challenges**

Affective commitment, defined as an employee's emotional attachment, identification, and involvement with their organization, is a critical component of organizational commitment (Meyer & Allen, 1991). This emotional bond fosters loyalty, enhances job satisfaction, and reduces turnover intentions, making it essential for organizational success (Rhoades & Eisenberger, 2002). Affective Commitment Theory posits that employees who feel a strong sense of belonging and alignment with organizational values are more likely to remain dedicated and engaged (Dunham et al., 1994). Studies, such as Bachri and Solekah (2021), confirm that affective commitment significantly influences employee retention, highlighting its role in sustaining workplace motivation and performance.

Burnout, characterized by emotional exhaustion, poses a significant barrier to affective commitment. Emotional Exhaustion Theory suggests that prolonged emotional depletion reduces employees' ability to engage positively with their work and organization, weakening their emotional attachment (Maslach & Leiter, 2000). Herzberg's Two-Factor Theory (2017) further explains that burnout diminishes satisfaction with motivational factors like recognition and growth, which are vital for fostering commitment (Engen et al., 2021). Research by Raharjo et al. (2023) indicates that employees experiencing burnout often feel isolated, disrupting social relationships and further eroding their affective commitment to the organization.

### **Theoretical Foundations: Peer Assessment**

Peer assessment, where colleagues evaluate each other's performance and behavior, offers a promising approach to understanding and enhancing affective commitment. Unlike traditional supervisory evaluations, peer assessment captures social dynamics and provides objective insights into workplace interactions (Charoensukmongkol & Phungsoonthorn, 2022; Riyadi & Ratnasari, 2025). Research by Elsaied (2021) demonstrates that positive peer feedback strengthens employees' sense of value and belonging, directly enhancing affective commitment. Additionally, Rhoades and Eisenberger (2002) found that peer-driven social support fosters emotional bonds, reinforcing employees' loyalty to their organization.

Several theoretical frameworks support the link between peer assessment and affective commitment. Social Network Theory emphasizes that interactions within a social network shape individual attitudes and behaviors, with positive peer assessments reinforcing organizational identification (Burt, 2003). Social Support Theory posits that emotional and informational support from colleagues enhances workplace well-being, sustaining employees' emotional attachment to their organization (House, 1981). Similarly, Social Interaction Theory suggests that frequent peer interactions foster shared values and commitment through mutual influence (Thoits, 2011). These theories collectively highlight the role of social relationships in shaping affective commitment, positioning peer assessment as a valuable tool for its measurement.

### **Research Gap, Novelty, and Relevance**

Despite the importance of affective commitment, research on peer assessment as a method for its identification remains limited, presenting a significant gap. Most studies focus on supervisory or self-assessments, overlooking the unique perspective of peer evaluations within social networks (Shaik et al., 2023). This study addresses this gap by exploring peer assessment as an alternative, socially grounded indicator of affective

commitment in the context of Bandung City government agencies, where social dynamics are critical. Its novelty lies in integrating Social Network Theory with peer assessment to provide a comprehensive understanding of emotional commitment. The findings are expected to offer practical implications for developing internal evaluation systems that leverage peer feedback to enhance employee loyalty and performance, particularly in public sector settings where such approaches are underexplored (Anand, 2024). By building existing literature, this research aims to contribute to both theoretical advancements and organizational strategies for fostering a supportive work environment.

RESEARCH METHOD

This study uses a quantitative approach with a descriptive analysis method to evaluate the extent to which peer assessment can represent employee affective commitment in the organization. The study focused on service companies in the state agency environment in Bandung City, with the identity of the agency disguised to maintain data confidentiality. The data collection technique was carried out by distributing questionnaires compiled based on three dimensions of affective commitment according to Gautam et al. (2005), namely emotional attachment, identification, and involvement.

The research respondents consisted of employees who worked at various levels of positions and departments. Each employee was asked to provide an assessment of their colleagues without considering the organizational hierarchy, so that an objective and neutral assessment was created. The sample was determined using a purposive sampling technique, namely employees who had worked for at least one year to be considered to have sufficient experience in interacting in the organizational environment.

The data collected will be analyzed using descriptive statistics to determine the tendency of the level of affective commitment based on peer perceptions. This study uses a 5-point Likert scale, namely one for strongly disagree and 5 for strongly agree. The results of this study are expected to provide theoretical and practical contributions, especially in developing a more accurate internal assessment method in measuring employee affective commitment and as a basis for strategies to increase organizational loyalty.

RESULTS

The emotional aspect of an employee's participation with a company is known as organizational commitment, and affective commitment is a subset of organizational commitment. Because their survival instinct emanates from inside, workers with high affective commitment are more likely to remain faithful to the company they work for. Employees will continue their membership because of this commitment, which enables the company to instill in them a strong conviction in upholding all corporate principles and making achieving organizational goals the top priority (Kartika, 2011; Dharmawan et al., 2024). Employee affective commitment is assessed using three dimensions—participation, identification, and emotional involvement—and fifteen statements. Strong feelings a person has for an organization make it easier for them to develop an emotional bond with it. This is known as emotional attachment. Positive attachment and a strong sense of belonging to the organization are signs that people will feel like they belong to the family.

Table 1. Respondents' Responses to the Emotional Engagement Dimension

Indicator	1	2	3	4	5	Score	Mean
Carrying out work diligently		2	7	37	4	193	3.86
Establish cooperation with other partners		1	12	32	5	191	3.82
Remain loyal (dedicated) to the organization			7	39	4	197	3.94
Comply (loyal) with the rules of the organization		1	10	34	5	193	3.86
Maintain self-integrity in the organization			6	36	8	202	4.04
Average							3.90
Criteria							High

The results of the study in Table 1, the results of the recapitulation of respondents' responses to the dimensions of emotional involvement show an average index of 3.90, which means that this dimension can be interpreted as having a high average value. So, it can be interpreted that the affective commitment of the emotional involvement dimension tends to be high. The highest criterion value with 4.04 is an indicator that each employee has an emotional attachment to maintain self-integrity in the organization. However, there are also indicators that are still low with a criterion value of 3.82, namely the indicator of employee emotional attachment in establishing cooperation with other partners Meyer and Allen (1991), emotional involvement has a significant influence on affective commitment. Social exchange theory to test the relationship between emotional involvement and affective commitment. Rhoades and Eisenberger (2002) found that emotional involvement has a positive relationship with affective commitment and job satisfaction.

An individual's conviction and acceptance of the organization's objectives and ideals is known as identification. One of the foundational elements of organizational commitment is the conviction and acceptance of the organization's objectives and ideals. A person's perception that the organization offers policies to assist their performance, their pride in belonging to the company, and the fact that they share similar aims and values with the organization are all indicators of this characteristic.

**Table 2.** Respondent Responses Identification Dimension

Indicator	1	2	3	4	5	Score	Mean
Pride in the organization	3	8	36	3		189	3.78
Working to achieve organizational goals	1	5	36	8		201	4.02
Spending career in the organization	2	9	29	10		197	3.94
Maintaining membership in the organization	1	9	38	2		191	3.82
Involvement in the company	1	8	38	3		193	3.86
Average							3.90
Criteria							High

The results of the study in Table 2 show that the results of the recapitulation of respondents' responses to the identification dimension show an average index of 3.89, which means that this dimension can be interpreted as having a high average value. So, it can be interpreted that the affective commitment of the identification dimension tends to be high. The highest criterion value with 4.02 is an indicator of identifying the desire as an employee to work to achieve the goals of his organization. However, there are also indicators that are still low with a criterion value of 3.78, namely the indicator of identifying as an employee in having a sense of pride in his organization. Identification Theory (Ashforth & Mael, 1989). This theory states that individual identification with the organization where they work plays an important role in the development of affective commitment.

Organizational identification has a positive relationship with affective commitment in employees (Bergami & Bagozzi, 2000). Affective commitment is typically stronger among those who identify more with the organization. the connection between emotional commitment and organizational identity. emotional commitment acts as a mediator in the link between organizational identity and retention intention in the organization, and Riketta (2005) discovered that organizational identification has a favorable impact on emotional commitment (Nasution et al., 2022; Dharmawan et al., 2024)

The desire to be actively involved in the organization's goals is known as participation. The individual's willingness to accept and fulfill numerous responsibilities and obligations that are allocated reflects their desire to be actively involved in every activity of the business. Individuals will always try to provide the best performance beyond the minimum standards expected by the organization. In addition, individuals will be willing to carry out work outside their duties and roles if their assistance is needed by the organization.

**Table 3.** Respondents' Responses to Participation Dimensions

Indicator	1	2	3	4	5	Score	Mean
I actively participate in the organization			12	31	7	195	3.90
I actively participate in completing tasks on time			17	27	10	193	3.86
I actively participate in working beyond the established standards		2	15	26	7	188	3.76
I actively participate in carrying out additional tasks			17	27	6	189	3.78
I actively participate in having and being part of an organization		1	5	31	13	206	4.12
Average							3.88
Criteria							High

The results of the study in Table 3 show that the results of the recapitulation of respondents' responses to the identification dimension show an average index of 3.88, which means that this dimension can be interpreted as having a high average value. So, it can be interpreted that the affective commitment of the identification dimension tends to be high. The highest criterion value is 4.12, which is an indicator of employees actively participating in having and being part of an organization. However, there are also indicators that are still low with a criterion value of 3.76, which is an indicator of employees actively participating and working beyond the established standards.

A study conducted by Cotton and Hart (2003) supports this theory. the study found that participation in decision making is positively related to affective commitment. Individuals who are more active in organizational decision making tend to have higher levels of affective commitment (Hackett & Guion, 1985). In this study, it found that participation in decision making is positively related to affective commitment and job satisfaction. Participation provides an opportunity for individuals to feel they have influence over their work and feel emotionally attached to the organization. Dirks and Ferrin (2002) showed that participation in decision making is related to affective commitment and trust in management. Participation gives individuals a sense of belonging and strengthens emotional ties to the organization.

The recapitulation of the answers gave an average value of the affective commitment variable of 3.89, which means that affective commitment consisting of dimensions of emotional involvement, identification and participation is interpreted in high criteria. Of these dimensions, the emotional involvement dimension provides the highest contribution with a total value of 3.90 while the participation dimension provides the lowest contribution with a total value of 3.88. Although it has high criteria, the participation dimension is still lower than 3.89. Organizational Commitment Theory argues that participation, identification, and emotional involvement play an important role in forming affective commitment. Participation gives individuals the opportunity to contribute to organizational decision making, identification occurs when individuals consider organizational identity as part of their personal identity, while emotional involvement includes positive feelings and strong emotional ties to the organization.

**Table 4.** Summary of Respondents' Responses Per Dimension of Affective Commitment Variable

Dimensions	Criteria	Criteria
Emotional Engagement	High	High
Identification	High	High
Participation	High	High
Total Average	3.89	High

The results of the study in table 4 show that this study is in accordance with the opinion of Meyer and Allen (1991) who found that participation, identification, and emotional involvement are significantly related to affective commitment. Individuals who are more active in participating, identifying themselves with the organization, and having high emotional involvement tend to have stronger affective commitment. Bergami and Bagozzi (2000) also support the relationship between participation, identification,

emotional involvement, and affective commitment. In this study, it was found that participation, identification, and emotional involvement have a positive relationship with affective commitment. Individuals who actively participate, identify themselves with the organization, and have a high level of emotional involvement tend to have a stronger affective commitment. Another relevant study is a study conducted by (Rhoades & Eisenberger, 2002). In this study, it was found that participation, identification, and emotional involvement are positively related to affective commitment and job satisfaction. Individuals who actively participate, identify themselves with the organization, and have a high level of emotional involvement tend to have higher levels of affective commitment and job satisfaction.

One relevant theory is Social Theory (Festinger, 1954). This theory argues that individuals tend to compare themselves with others in the process of assessing and determining affective commitment. According to Social Theory, peer assessment can influence an individual's perception of affective commitment to an organization. When individuals receive positive recognition and acceptance from their peers regarding their commitment to the organization, they tend to have higher affective commitment. Conversely, if they receive negative assessments or lack of recognition, their affective commitment can decrease (Buunk et al., 2005). In this study, Peer Assessment regarding affective commitment was significantly related to individual affective commitment. Individuals who receive positive recognition and assessments from their peers regarding their commitment to the organization tend to have higher affective commitment (Mihalca et al., 2024). Individuals who feel supported by their peers and receive positive assessments regarding their commitment to the organization tend to have higher affective commitment.

## **DISCUSSION**

Based on the descriptive analysis results of affective commitment, the average score for this variable—which includes the dimensions of emotional involvement, identification, and participation—falls within the high category (Travis et al., 2023). Among these dimensions, emotional involvement contributes the most, while participation contributes the least. Affective commitment is influenced by various factors, such as personal characteristics, structural traits, job-related aspects, and work experience, with work experience showing the strongest and most consistent correlation (Nuzula & Nurmaya, 2020). Meyer and Allen (1991) stated that employees who have worked for a long time in an organization that consistently meets their basic needs and expectations tend to develop a stronger emotional attachment than those with less experience or unmet needs.

According to Dunham et al. (1994), affective commitment is closely tied to employees' emotions, identification, and involvement in the organization. Therefore, every civil servant should ideally have a strong emotional bond with their organization, as their personal values act as a daily strength in performing their duties (Dutta et al., 2024). Managers can enhance affective commitment by recruiting employees whose personal values align with the organization's. A positive and pleasant work environment can also increase employees' desire to stay with the organization (Bouraoui et al., 2019). Thus, personality and situational factors have the potential to influence affective commitment. Parinding (2017) emphasized that employees who demonstrate socially responsible behavior and concern for others and shared values tend to show higher commitment.

Affective commitment also plays a significant role in determining employee loyalty and engagement. Employees with strong emotional commitment tend to feel a sense of belonging, participate more in organizational activities, strive to achieve organizational goals, and intend to stay with the organization (Rhoades et al., 2001; Kurniawati & Ramli, 2024). According to Eisenberger et al.'s (1986) organizational support theory, emotional commitment forms when employees perceive that the organization values their contributions and cares about their well-being. When this perception is strong, employees are more likely to exert extra effort and show strong commitment. Kartika (2011) added

that when employees feel that organizational support aligns with their norms, desires, and expectations, they will naturally commit to fulfilling their duties and will not leave the organization, as they share a strong emotional bond with it (Retno et al., 2024).

The social network theory approach is also relevant to understanding affective commitment. This theory emphasizes the importance of interactions and relationships among individuals in a social network (Iqbal et al., 2021; Kitsios et al., 2022). In this context, peer assessment is considered to provide valuable insight into an individual's affective commitment. Individuals tend to form perceptions and understand social norms and attitudes through interactions with peers. If someone receives a positive evaluation from peers regarding their affective commitment to the organization, it can strengthen their beliefs and perceptions of such commitment (Badru et al., 2024; Wildanika et al., 2024).

Research by Burt (2003) supports this approach, showing that individuals with many peer relationships and interactions tend to have higher affective commitment. Through social influence and peer assessment, individuals can maintain and even strengthen their emotional attachment to the organization. Therefore, social network theory provides a strong perspective on the importance of peer assessment in measuring affective commitment. Social evaluation and interaction with peers can shape and reinforce individuals' perceptions, making peer assessment a valuable and holistic indicator of affective commitment in the workplace.

## **CONCLUSION**

The results of the descriptive analysis indicate that employee affective commitment is categorized as high, with emotional involvement contributing the most compared to identification and participation. Affective commitment is influenced by various antecedents, including personal characteristics, job structure, and especially work experience. Employees with long tenures and positive work experiences tend to develop stronger emotional bonds with their organizations. This emotional component encourages loyalty, engagement, and a desire to stay and contribute to organizational goals. Key factors shaping affective commitment include the alignment between personal and organizational values, a supportive and pleasant work environment, and perceived organizational support. According to Organizational Support Theory, when employees feel appreciated and supported, both socially and professionally, their emotional attachment intensifies. Social Network Theory further emphasizes the role of peer assessment in strengthening affective commitment. Through social interactions and peer influence, positive evaluations from coworkers enhance individuals' perceptions of emotional connection to the organization.

This study offers practical and theoretical implications. Practically, peer assessment can be utilized to design internal evaluation systems that strengthen affective commitment by encouraging social support and mutual recognition. Structured feedback mechanisms and training can help maintain assessment objectivity. Theoretically, the study contributes to Social Network Theory by showing the influence of peer relationships in public sector commitment dynamics. However, limitations remain. The descriptive method limits the ability to infer causality, and peer assessments may be influenced by social desirability bias. Additionally, as the research focuses on Bandung's public sector, generalizability to other regions or organizational contexts is limited. Future research could apply inferential approaches to directly test the impact of peer assessment on affective commitment and explore its relevance in private sector or cross-cultural contexts, expanding the applicability of the findings.



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