

The Mediating Role of Work Environment and Affective Commitment in the Influence of Positive Psychological Capital on Work Performance on Hospitality Employees in Bali



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ABSTRACT : Employees can be motivated to commit, achieve, and create a work environment that encourages better performance by tapping into their inner strength. The research aims to observe the effect of positive psychological capital on performance at work, which is mediated by the work environment and affective commitment. Information assortment utilizes a poll that has been tried for legitimacy and unwavering quality. AMOS version 22 is used to process research data using structural equation model analysis (SEM). The examination tests are 135 front liners of 1, 2, 3, 4, and 5-star lodgings in Bali, Indonesia. Positive psychological capital positively affects work performance, work environment, and affective commitment, according to the findings of the study. Affective commitment is positively influenced by the work environment, work performance is influenced by affective commitment, and work performance is mediated by affective commitment. Thus, hoteliers need to take notice of the positive psychological capital of employees through training, seminars, and workshops, so that employees can make a significant contribution to the success of hotels in running their business, because employees can always be expected to be in a psychological state who are ready to face various daily work situations.

KEYWORDS: positive psychological capital, work performance, work environment, affective commitment, hotel industry.

INTRODUCTION

The service industry in the hospitality sector depends on employees performing the work required by the customer. Employees who are not only skilled, but also behave positively in line with the quality of service that has been set, remain productive, and quickly conform to changing working situations and conditions in order to continue to provide a memorable experience for every customer, thereby contributing significantly to the hotel where employees work.

Positive psychological capital generally alludes to the hope, self-efficacy (confidence), resilience, and optimism of employees, executives, and the environment of an organization. (Luthans et al., 2007). Every employee in the company contributes to the organization's intangible assets of capital, namely human, social, and psychological capital (psycap) as a whole. Psychological capital is a construct other than human and social capital that may be applied to jobs in hotels (Huang et al., 2020). Organizational commitment and feeling satisfied at work are linked to psychological capital, as Luthans et al. (2007) believe.

In previous study, psycap together with human and social capital was examined for its effect on the work performance of 7 five-star hotel employees in China. Among the three capitals examined, psychological capital was the most accurate indicator of job self-reported performance. It also showed the significance of psychological capital as an inner resource (Wen et al., 2019) for hotel employees that can be utilized, according to the interactional nature of service work hotel. The study of Huang et al. (2020) confirmed the important role of psychological capital in determining performance in the service sector to support Luthans et al. (2004), Zhou and Yan (2013) and Santos et al. (2018). Employees who have adaptive psychological qualities such as hope, optimism, and resilience in service-oriented jobs with high levels of human interaction will perform well (Huang et al., 2020).

According to Leaman (1995), Haynes (2008), Battenburg and Van der Voordt (2008), and Rothe et al. (2011), the influence of work conditions on workers' contentment and achievement of work results is significant to many researchers. The work environment is everything in the work area (both physical and non-physical) that can affect employees in carrying out work (Sutanto et al., 2018; Widyaningrum and Rachman, 2019).

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The research by Alarcon et al. (2021) found that employees' levels of feeling satisfied at work and their responses to specific scenarios are influenced by the work environment. It emphasizes the significance of a positive work environment for each organization. Workers are the company's most valuable asset and the driving force behind its success in a tough environment. Because commitment is critical to any business, designing a safe, spacious, and accommodating work environment is necessary for employees to perform their responsibilities effectively in a favorable setting (Agus and Selvaraj, 2020).

The significance of the working environment in fostering organizational commitment is supported by an examination of the specific elements of the commitment in an organization described by Meyer and Allen (1997): affective, continuance, and normative commitment. The literature on current commitment reveals that each individual can simultaneously experience affective, normative, and continuance commitment (Afshari et al., 2019). Individual attitudes reflect whether the relationship with the organization is based on economic motivation or not. According to Clayton and Hutchinson (2002), the commitment behavioral element reflects a individual's readiness to contribute endeavor to the organization as well as their motivation to remain there.

All definitions, according to Meyer and Herscovitch (2001), are derived from the workforce's psychological ties to the organization, which serves as a long-term force that directs behavior. Ng (2015) says that mental connection is a constant strength that can bind workers to the company. Parveen (2019) stated that organizational commitment greatly influences employee performance. Currently, every organization really needs the full commitment of its employees to achieve high performance in the long term.

Previous studies related to positive psychological capital in the hospitality sector still do not highlight much of its influence on work performance, work environment and affective commitment. There is still a lack of research on the hotel industry's work environment's impact on work performance and emotional commitment, besides its impact on emotional bonds on work performance.

The differences of this study are: (1) Research that links positive psychological capital with the employees' work performance in the hospitality sector; (2) Analyze the influence of positive psychological capital on workplace environment and affective commitment; (3) Analyze the influence of work environment on work performance and affective commitment; (4) Analyze the impact of affective commitment on work performance; (5) Analyze the mediation of the work environment in the influence of positive psychological capital on work performance; (6) Analyze affective commitment mediation on the influence of positive psychological capital on work performance; and (7) Analyze the act of affective commitment mediation in the effect of the work environment on work performance.

LITERATURE REVIEW

positive psychological capital

Luthans et al.'s (2004) study initiated the significance of companies prioritizing positive psychological capital, which is considered to be able to further develop company capital after human and social capital, so that companies have a competitive benefit. Their study refer to the four strengths of positive psychology, namely hope, efficacy (confidence), optimism, and resilience, which are four positive conditions that form positive psychological capital that contribute to increasing productivity, customer service, commitment, and performance.

In organizational psychology, psychological capital (psycap) has accepted a lot of concern, because it is considered a new resource that is an advantage in organizational competition (Nguyen and Ngo, 2020). Psycap provides benefits, returns on investment, and competitive merit through improving employee performance in the organization beyond human capital and social capital (Huang et al., 2020). According to Pan and Zhu (2018), entrepreneurs have long tended to think that a company's sustainable competitive advantage comes from economic capital such as company finances, tangible assets (factories, production equipment, patents, and data) and non-physical assets possessed by human capital, such as experience, education, skills, mastery of technology, and ideas, as well as social capital in the breadth of employee social networks.

Based on the findings and clearer understanding of psychological capital, many employers are aware that the psychological status of active staff, good psychological quality, and positive attitudes are another important source of a company's competitive advantage. Psychological capital has a unique advantage as a critical factor of a enterprise's competitive advantage and a true source of company value. The expressions of Pan and Zhu (2018) as mentioned above are in line with Luthans and Youssef (2004) who define psycap as an essential psychological particle of positive understanding in common, and definitive organizational behavior standards that exceed human capital and social capital..

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WORK ENVIRONMENT

The physical and non-physical elements of an employee's workplace that have an effect on them are collectively referred to as the work environment (Sutanto et al., 2018). Arlanti and Sary (2020) stated that the work environment is all things around employees that have a substantial impact on performing their tasks.

A workplace environment is the condition of the working area that meets the requirements, including the physical and non-physical environment that gives employees a sense of calm. Employees in many organizations experience problems in their work related to workplace environmental factors (Dash and Mohanty, 2019). The appropriate or conducive work environment is the environment where employees feel safe, comfortable, motivating, feeling involved, providing satisfaction while working, and feel at home (Shammout, 2021). Poor working conditions greatly affect employee performance.

Employees will try to give their best and produce high performance if the company realizes a conducive work environment (Zhenjing et al., 2022). Vermooten et al. (2019) argued that employees will display symptom of dissatisfaction by looking for alternative job opportunities elsewhere if the need for the desired work environment is not met.

AFFECTIVE COMMITMENT

A model of three components created by Allen and Meyer in 1990 includes affective commitment, normative commitment, continuance commitment, or calculative commitment (Moreira and Cesário, 2021). The employee's self-recognition as a part of the organization, willingness to participate, and the organizational emotional bond are all reflected in affective commitment.

A strong affective commitment will cause employees to continue their careers within the company because employees want to do so (Meyer and Allen, 1991). Workers with this emotional commitment show a consistency of existence within the company, love to work, and be part of the company because they feel in line with the company's values (Ng and Allen, 2018).

Employee commitment is higher when there are more positive and high-quality experiences in the workplace, so they don't want to leave the company (Agus and Selvaraj, 2020). Research Afshari et al. (2019) found that employees who have clear work identities, company and responsibilities will show increased commitment.

Employees show appropriate attitudes and behaviors in the workplace as a reciprocal of the company's treatment that has provided what employees need. Employee assessment of the workplace contributes to the realization of employee psychological responses, namely job satisfaction and commitment to organization (Ahmad, 2018). How workers feel about their future work can be reflected in the workers' affective commitment (Gulzar, 2020).

WORK PERFORMANCE

Campbell's definition of work performance is accepted and recognized by many academics, namely behaviors or activities that are applicable to organizational objectives (Koopmans, et al., 2011). Three ideas accompany the definition above: (1) work performance is related to behavior, (2) work performance includes behavior that is in line with the intentions of an organization, and (3) work performance is multidimensional.

Campbell (2012) stated that performance is an behavior that can be monitored in a job, and that action must be in line with the achievement of organizational goals. Each member of the enterprise must decide what actions are most pertinent to the aims of the enterprise. Campbell and Wiernik (2015) emphasized that performance must be understood as behavior, namely as things that employees do in carrying out work roles in the organization. The capacity to complete work, which indicates whether a task was completed satisfactorily or poorly, is what is meant to be considered employee performance. Assumptions such as inspiration, behavior, and skills possessed by employees are considered factors that influence employee performance (Parveen, 2019). Performance can be explained as the activities or actions of people that correspond to the goals of the organization (Yuniawan and Udin, 2020).

Performance is the impact of several factors such as job satisfaction, engagement, commitment, work relations, treatment, knowledge, skills and self-efficacy. With these factors in an organization, it is expected that employee performance will be better. Thus, it is important to evaluate employee performance to assess whether the work has been carried out as expected and is directed towards organizational goals (Abun, et al., 2021).

The research model was designed based on the explanation above. Positive psychology capital as a strength in employees has a positive potential to influence the achievement of high work rates (Huang et al., 2020, Daswati et al., 2022), the realization of a conducive work environment (Cherni and Gözen, 2021), and high commitment (Tyagi, 2021), so that it is beneficial for business continuity. To be able to display the best performance, employees are expected to have commitments (Kuhail, et al., 2020). In addition, the work environment contributes to the achievement of high performance (Abun, et al., 2021).

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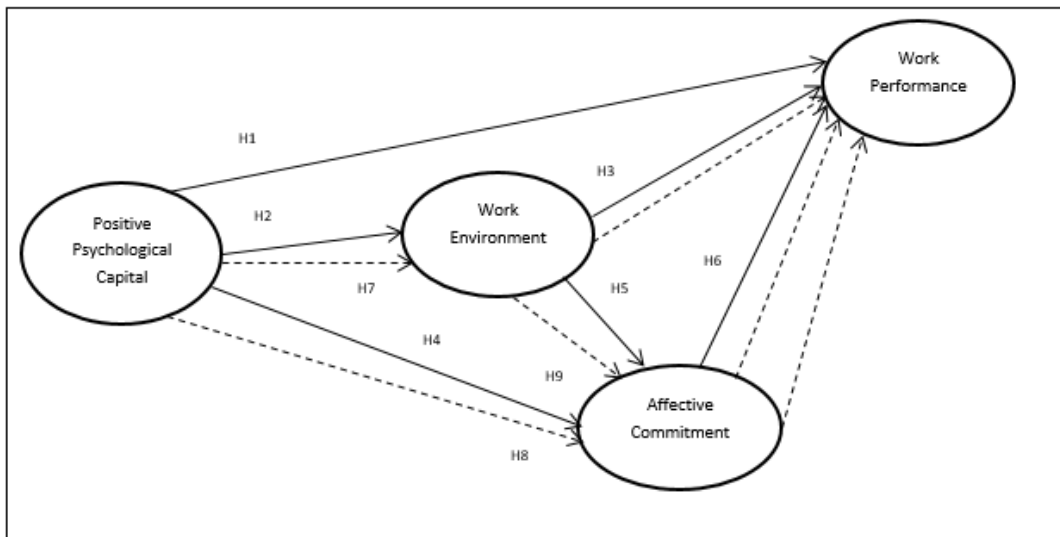


FIGURE 1. Conceptual Framework

METHODOLOGY

RESEARCH DESIGN

The present study is causal research that aims to develop a research model that uses in testing the hypothesis. The approach used is a quantitative approach. The data collection is cross-sectional or one-shot, namely collecting data one time, while the unit of analysis is an individual, namely workers of the hotel industry in Bali.

VARIABLES AND MEASUREMENT

The measurement of the independent variable positive psychological capital using 24 items of the questionnaire on psychological capital adopt from Luthans et al. (2007). Mediating variable work environment using 13 item questionnaire from Razak et al. (2016), the dependent variable affective commitment uses a 8-item questionnaire adopted from Allen and Meyer (1990), and the dependent variable work performance uses a 38-item questionnaire adopted from Koopmans et al. (2012). All research variables are interval scale. Measurement of all questionnaire items using the Likert's scale of 5 starts from 1 = Strongly Disagree to 5 = Strongly Agree.

METHOD OF COLLECTING DATA

Data was collected from the hotel industry in Bali. The questionnaires as a primary data collection tool was adopted from previous researches, so it has a greater level of reliability. The distribution of questionnaires to 1 to 5 star class hotels was carried out after obtaining a research recommendation letter from Indonesian Hotel and Restaurant Association, Bali Province. Questionnaires in the form of a Google form equipped with a link were submitted to respondents in each hotel through the Indonesian Hotel and Restaurant Association, Bali Province, which then, supported by the hotel's Human Capital Management or General Manager, the questionnaires were distributed to respondents, as well as through the Hotel Front Liners Team Association - Bali Chapter.

Secondary data to complement research data was obtained from government agencies, namely the Central Bureau of Statistics for 2019 - 2022), Center for Data and Information Systems, Ministry of Tourism and Creative Economy, Statista Research Department (November, 2021), and published articles.

POPULATION AND SAMPLE

The research population are frontliners in the hotel industry, who deal directly with customers, including cashiers, waiters, frontdesk officers and floor managers (Sarwar and Muhammad, 2020), in 1 to 5 star class hotels spread throughout Bali. The number of respondents are 135 hotel employees who returned the questionnaire correctly.

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RESULTS

Statistic Descriptive

Table 1. Gender

Gender	Frequency	Percentage (%)
Male	79	58,5
Female	56	41,5
Total	135	100

Source: Data processing

The majority of respondents who work as frontline employees are male, which is equal to 58.5%. The general view is that the field of work in hotels operates around the clock and there are no holidays (24 hours in 7 days), which means that it requires a lot of time, attention and energy outside the home, being one of the factors, that this field of work is still more run and in demand by male (see Table 1).

Table 2. Age

Age Range	Frequency	Percentage (%)
< 25	14	10,4
26 – 35	65	48,5
36 – 50	54	40,0
> 50	2	1,5
Total	135	100

Source: Data processing

Respondents aged between 26 - 35 years dominated by 48.5% (see Table 2) or nearly half of the total number of samples. It indicates that this age range is the peak of productive age, where respondents who work as frontliners with high work intensity have the best abilities in terms of physical fitness and strength, dexterity in movement, and sharpness in thinking.

Table 3. Education Background

Education	Frequency	Percentage (%)
High School	46	34,1
Undergraduate	47	34,8
Bachelor Degree	35	25,9
Master Degree	7	5,2
Total	135	100

Source: Data processing

The majority of respondents who served as frontliners with high school and undergraduate education reached 68.9%. Undergraduates are 34.8%, which means that there is an opportunity to add more employees with vocational education in the hospitality sector, who have sufficient knowledge and insight into hotel operations, including in the frontline section, so that they can gain excellence performance (see Table 3).

Table 4. Years of Service

Years	Frequency	Percentage (%)
3 – 5	24	17,8
> 5	76	56,3
Total	135	100

Source: Data processing

Most of the respondents (56.3%) have joined in this hotel for more than 5 years. It means employees already have quite a lot of work experience in the hotel environment, whereas only 25.9% of employees have just started a career in the hotel services sector (see Table 4).

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ANALYSIS

Hotel employees have positive psychological capital in themselves as an important capital to produce high levels of work performance in carrying out work as frontline employees. The potential of these respondents needs to be maintained and developed so that it can be higher. The descriptive statistics resulting from the positive psycap variable show a total average of 4.2201, with the highest mean indicator of 4.578 and the lowest mean indicator of 3.511.

The hotel where employees work is a conducive work environment, so that employees can work comfortably to serve customers. It shows that the environmental conditions, both physical, such as the arrangement of the workplace, and non-physical, such as appreciation for employees, are supportive. Statistically, based on the average respondent's answer to the work environment variable, it is 4.0667, with the highest mean indicator of 4.578 and the lowest mean indicator of 3.948.

The organizational commitment level as a whole is above the average with an achievement value of 3.739, meaning that employees have sufficient commitment. The highest indicator mean is 4.407 and the lowest indicator mean is 3.207.

Employees have behaved in harmony with the aims and goals of the hotel; employees work to the best of their abilities and roles. Employees have behaved positively in contributing to fulfilling organizational goals which are manifested in task performance, showing good social behavior in hotels and providing services to guests that appear in the form of contextual performance, being able to adapt to various situations that exist in work (adaptive performance), and do not behave negatively in carrying out work and towards fellow co-workers (counterproductive behavior). The total average work performance reached a value of 3.7265 with the highest mean indicator being 4.593 and the lowest mean indicator being 1.385.

The results of testing the feasibility of the model, absolute fit measures/ absolute fit indices were obtained, the RMSEA value was $.088 < .10$ and the RMR value was $.072 < .10$, it was concluded that the goodness-of-fit model (good fit), then hypothesis testing could be carried out.

There are nine hypotheses that need to be confirmed in this study, three of which are rejected and six hypotheses are accepted. Positive psychological capital positively affects work performance with a coefficient of .964 meaning that the higher the positive psychological capital possessed by hotel employees, the higher the employee's performance. As the results find, positive psychological capital positively affects work performance as a statistical conclusion with a confidence level of 95 percent, where testing shows a p-value of $.000 < .05$ (alpha 5%). Then, H1 is supported. Positive psychological capital positively affects the work environment with an estimated value of positive psychological capital is .234 and based on statistical conclusions that show a 90 percent confidence level, where the p-value is $.085 < .10$ (alpha 10%). It means that high positive psychological capital of employees will also improve the work environment. So, H2 is supported. The work environment positively affects work performance, with a coefficient of .109, meaning that the higher the work environment support for employees, the higher the employee performance. The test results had a p-value of $.165 > .05$ (alpha 5%), so it was decided statistically at a 95% confidence level that the workplace environment affects work performance, but not a significant one. Thus, H3 is not supported.

Statistically, positive psychological capital has an absolute effect on affective commitment with an estimate of .814. It means that the higher the positive psychological capital, the higher the employee's affective commitment to the hotel. Positive psychological capital has a statistically significant impact on affective commitment, as evidenced by the test results, which have a p-value of $.000 < .05$ (alpha 5%). Therefore, H4 is supported. Affective commitment is positively influenced by the work environment, in accordance with the outcome of the test of hypothesis, which found a coefficient of .789. It means that a high work environment will direct employees to have high affective commitment as well. With a statistical confidence level of 95% and a p-value of $.000 < .05$ (alpha 5%), it may be inferred that the environment of the workplace affects affective commitment. Hence, H5 is supported. Affective commitment positively affects work performance because it has a coefficient of .107, which means an increased employee's affective commitment to the hotel increases the employee's work result. It may be concluded statistically, as determined by the test results of the p-value of $.050 = .05$ (alpha 5%), there is an influence of affective commitment on work performance, but not significant. Thus, H6 is supported. Testing the hypothesis regarding the mediating of the work environment in the influence of positive psychological capital on work performance, the results show a coefficient of -4.273. This indicates that the work environment is not mediating the effect of positive psychological capital on work performance. Therefore, H7 is not supported. Positive psychological capital has no effect on work performance through affective commitment. The effect coefficient of 1.052 and the p-value of $.146 > .05$ demonstrate this, so it concluded that the impact of positive psychological capital on work performance is mediated not by affective commitment. Thus, the H8 is not supported. With a coefficient of 1.567 and a p-value of $.058 < .05$, affective commitment proves mediating work environment and performance, so H9 is supported.

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DISCUSSION

The study results demonstrated that positive psychological capital improves work performance. This study supports Daswati et al. (2022) that through psychological capital there was a positive mental attitude within employees which gives strength in carrying out and completing work tasks and responsibilities so that it has an impact on career progress and employee performance. Likewise, Huang's research findings (2020) show that positive psychological capital provides benefits, returns on invested capital, and comparative strength thru improving employee work result in an organization.

This study confirms by Wen et al. (2019) and Sarwar and Muhammad (2020) that the development of positive psycap of employees has an influence on employee performance. Psycap is a source of strength in hospitality employees that can be utilized in accordance with the nature of hotel service which is full of interactions with customers. Psychological strength supports employees in fulfilling their roles in their respective tasks thereby increasing the performance of employees, especially frontline employees who often experience pressure due to dealing with all kinds of customer desires and grievances (Ozturk and Karatepe, 2018). This study demonstrates that employees' positive psychological capital can motivate and strongly encourage them to carry out work in accordance with their respective roles and responsibilities with positive behavior and in accordance with company goals, so that workers can contribute to the hotel in the form of achieving good work performance.

Based on statistical results, this study concludes that positive psychological capital positively impacts the workplace. The finds of the research agree with those of Cherni and Gözen (2021), who suggested the concept of positive psychological capital as the best option to reduce negative opinions of individual organizations in the work environment to create a more favorable work environment and achieve more attractively positive results through positive behavior. Additionally, Çelik (2018) found that growth in the psycap of hotel workers reduced a stressful working environment. Employees who have positive psychological capital have a positive impact on co-workers and external parties related to the company's work activities. Employees can interact smoothly with colleagues in the work environment, communicate and work well together in carrying out work routines with all the dynamics that occur, so as to form a work environment with a good and pleasant work conditions, where this is very helpful in reducing and overcoming the pressure and demands of high-intensity work that can cause physical and mental fatigue.

The findings indicate that the environment of the workplace incorporates an influence on work performance, though not significant. The finds correspond to Mendonca et al. (2021), demonstrating that the work environment has no substantial impact on work performance. A conducive working environment, which does not significantly affect employee performance, shows that physical and psychosocial working climates are oriented more towards the accomplishment of the individual himself. The findings concur with those of Ingsih et al. (2021), indicating that the performance of the employee is unaffected by the work environment. Employees do not need just a favorable workplace environment to improve their performance. Other factors, for instance, drilling related to employee skills improvement are also important. In addition, Pohan and Angkat (2022) discovered that employee performance is unaffected by the work environment in any significant way. Only 5% of employees' effects are influenced by the workplace, while 95% are influenced by unstudied variables.

This study was conducted in the hospitality industry, which is essentially a work environment in which the leisure interests of consumers are crucial. Given the specificity of the hotel industry mentioned above, the employees needed to work in the hospitality sector are individuals who understand and are passionate about service excellence; It means that employees have awareness so that they automatically provide good quality service to their customers, regardless of the work environment conditions, but rather on how professionally the employees focus on providing comfort and convenience so that guests of hotels with star-class service standards can enjoy staying at the hotel and are satisfied in utilizing the facilities.

According to statistical tests, capital, which is positive psychology, positively affects affective commitment. Correspond to the findings of Yildiz (2018) that psychological capital or psycap, for short, was a determining factor for employee affective commitment, and other kinds of commitment (normative and continuance commitment), as well as Huyhn and Hua (2020), stated the need for employees to provide with skill and mental counsel to work all the more productively, effectively and for a lot of time connected to commitment to a company. Specifically, the research findings are in line with Sürücü's research (2020) which stated that the comfort and contentment of hotel workers with positive psycap enhances the environment of business, and commitment also increases, so psycap is an essential antecedent of employee commitment. This research finds positive psychological capital in employees can create a strong bond, a great appreciation of alignment with the company, namely the growth of an emotional bond that makes employees want to stay as long as possible in the organization, because they feel that the organization has become a very meaningful part of life, which manifest in affective commitment.

Affective commitment is positively impacted statistically by the work environment. It is agree with Li et al. (2022), namely that a work environment that emphasizes psychological safety influences affective commitment positively. Affective commitment is significantly influenced by a psychosocial work environment, according to Deepak's research (2020), also Sewwandi and

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Dharmika's (2020) tracked down a critical connection between the workplace spirituality environment and commitment, especially towards affective commitment.

The work environment experienced and felt by employees has supported them in carrying out their daily work, especially the intangible work environment, which relates to the organization's role in appreciating, paying attention to and complementing the skills of employees, so that employees feel emotionally attached to the company and want to spend a career in the company. Employee affective commitment to the company will rise even further in an environment at work that appropriately values employees.

Affective commitment positively impacts performance at work. The findings are appropriate to Gulzar's research (2020), Kunal et al. (2020), and Deepa et al. (2018) findings, which have proven that affective commitment and employee performance were related positively. According to Gulzar's research (2020), employees feel aligned with the objectives and values of the company, which have personal significance to them. As a result, they want to devote themselves to the company and remain there in order to achieve its objectives. Employees are more likely to give extra effort to their coworkers when their degree of affective commitment is high, which strengthens the relationships between coworkers and contributes to a more positive work environment and improved job performance (Kunal et al., 2020).

In this study, employees' affective commitment has the potential to produce high work performance. Employees' emotional bond with the company reflected in affective commitment contributes to maintaining the sustainability of the company's business in running its business, considering that this level of commitment can improve employee work performance. By increasing affective commitment, the company can have a workforce willing to work effectively, defend the company, and has a long service tenure.

The hypothesis regarding the influence of positive psychological capital on work performance mediated by the work environment is not proven. This result is in agreement with the study of Putri and Kistyanto (2019) that it is not proven that non-physical conditions in the work environment that cause burnout among employees affect the relationship between positive psychological capital and employee performance, so that positive psychological capital has a significant influence on employee performance without the presence or absence of conditions created in the work environment because positive psychology capital management has been carried out well by the company. The findings of Hadi and Rahman's (2018) research also show that the non-physical work environment in the shape of quality of work life that exists and creates among employees has no part in influencing psychological capital relationship to performance. In other words, to achieve high performance, employees simply have high psychological capital.

Positive psychological capital affects work performance and is unmediated by the work environment. In this study, employees' positive psychological capital is sufficient to increase employee work performance. Employees do not depend on how the work environment conditions are in providing the best service to customers. Additionally, this study has demonstrated that there was no significant impact in the environment of the workplace on the performance of employees, which indicates that the work environment cannot serve as a mediator of positive psycap on work performance.

Statistics show that the influence of positive psychological capital on work performance is not mediated by affective commitment. These result are consistent with those of Santoso et al.'s study (2022), which suggests that affective commitment has no role in the connection of performance and psychological capital.

This study proves that the existence of emotional bonds that is manifested in affective commitment does not explain the beneficial impact of employee psycap along with achievement of employee work performance. Positive psychological capital influences affective commitment or affective commitment is influenced by the level of positive psycap of employees, in contrast to the fact that emotional ties to the organization are not a determinant of positive psycap. As a result, the impact of positive psycap on work performance cannot be explained by affective commitment.

The linkage of the environment condition and performance at work is mediated by affective commitment. These outcomes are consistent with those of Abbas et al. (2020), in which affective commitment significantly intercedes the effect of the training-related environment in the workplace on the achievement of the employee's work result. The study outcomes are also consistent with the studies of Hadžiahmetović and Dinç (2017), which revealed the emotional commitment mediation roles on the influence of a non-physical work environment, which practices extrinsic organizational rewards on the performance of employees who are willing to contribute a lot to the organization, and the findings of Hatani (2018) that a good work environment will generate commitment, including the affective commitment to achieving employee performance.

This research demonstrates that emotional commitment is influenced by the workplace environment. Affective commitment also proved to be demonstrated to improve workplace performance. The degree of this affective bond may be affected by the workplace environment. Also, affective commitment can affect the improvement of employee performance, so it may be very

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well presumed that the affective commitment's role can explain the positive impact that the environment in the workplace has on performance at work.

MANAGERIAL IMPLICATION

The study findings are useful for management and hotel industry practitioners to pay attention to the positive psychological capital of employees through activities that can strengthen the inner psychological capital of every employee involved in the organization. The human resource manager, in this case, has played a crucial role in supporting the realization of positive psychological capital for hotel employees, in order to increase the psychological features that make up these factors. Management needs to improve understanding and ability to develop psychological capital in carrying out business activities in the hotel industry.

The positive psychological capital factor for each individual in an organization has broad and meaningful implications for the organization, especially in this case, hotels, because this capital is an individual's inner strength in an effort to achieve the work performance desired by the company. Some practical things that can be carried out by organizations are listed below:

1. Attention toward the advancement of the positive psychological capital of hotel industry workers through training, seminars, and workshops so that employees can make a significant contribution to the success of hotels in running, maintaining, and developing their business because employees can always expect to be in a psychological state who are ready to face various situations that come in daily work.
2. Maintain a conducive physical and non-physical work environment while prioritizing comfort, safety, and health, as well as harmonious working relationships and smooth communication between superiors, and subordinates and colleagues.
3. Increasing the affective commitment by giving employees appropriate rewards, caring for employees' families, and equipping employees with the necessary work skills to become more professional and more knowledgeable in the field of work.

With the aim of getting different views and contexts, in order to further complement and enrich the findings of research that raises positive psychological capital, further research can be carried out by: (1) Increase the number of samples; and (2) Examining organizational citizenship behavior variables as suggested by Wen et al. (2019) in research on how emotional intelligence affects job satisfaction, examine professional adaptability and team adaptability based on suggestions by Luo et al. (2021) who have examined the psychological capital and internal social capital effect on the performance of employee adaptability.

CONCLUSION

Positive psychological capital is a strength that originates within employees which in this study was found to enable employees to achieve work performance, create a conducive work environment through positive employee behavior in carrying out work, and increase affective commitment. The environment of the workplace affects positively affective commitment, so the creation of a satisfactory environment in the workplace will increase affective commitment so that, with high affective commitment, it can improve employee work performance. This research has proven that affective commitment affects work performance, but not significantly. It is no substantial impact on the work environment and work performance. In this study, affective commitment plays a part in modulating the influence of the work environment on work performance.

Research findings prove a certain for hotel industry employees in Bali, the work environment and affective commitment have no role in mediating positive psychological capital effects on workers' performance. Thus, positive psychological capital can directly influence work performance.

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