

Cognitive Ability and Employee Performance: The Strategic Importance of Organizational Commitment as a Mediator

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ABSTRACT



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This study investigates the relationship between cognitive ability, organizational commitment, and employee performance in Indonesia's private-sector companies. Using a quantitative explanatory approach and SEM-PLS analysis, data were collected from 100 permanent employees to examine both direct and mediating effects. The results indicate that cognitive ability does not significantly influence employee performance directly. However, it has a significant positive effect on organizational commitment, which in turn strongly predicts employee performance. Furthermore, organizational commitment is found to mediate the relationship between cognitive ability and performance, highlighting its role as a psychological mechanism that converts cognitive potential into tangible outcomes. These findings suggest that cognitive ability alone is insufficient to enhance performance without emotional engagement and commitment. The study contributes to organizational behavior theory by affirming the importance of integrating cognitive and affective dimensions in human resource practices. Practically, organizations are encouraged to design interventions that not only develop intellectual capacity but also foster organizational commitment through leadership support, recognition, and alignment of values. This integrated approach is essential to maximizing employee potential and sustaining high performance in dynamic work environments.

Keywords: Cognitive Ability, Organizational Commitment, Employee Performance

1. Introduction

In the era of Industry 4.0, private-sector companies are required to demonstrate high competitiveness in order to survive and grow amidst global competition (Rahmadi, Junaidi, et al., 2023; Rahmadi, Risakotta, et al., 2023; Rinaldi, Ramadhani, et al., 2023). One of the key determinants of such success lies in employee performance, which serves as a primary indicator of organizational effectiveness (Rinaldi et al., 2024; Rinaldi & Ramadhani, 2024). Performance encompasses more than just target achievement; it also includes the quality, speed, and attitude exhibited in completing tasks. Therefore, understanding the psychological factors that influence performance is essential for strategic human resource management (M. A. Ramadhani & Rinaldi, 2023a; Rinaldi & Ramadhani, 2023).

The relationship between cognitive ability and employee performance has been a central concern in organizational behavior and human resource management research. Cognitive ability is defined as an individual's capacity to acquire,

process, and apply knowledge through reasoning, memory, attention, and problem-solving (Liao, 2012; Rivi & Wardi, 2025). Core components of cognitive ability include verbal comprehension, numerical reasoning, and logical analysis, all of which contribute to effective work behavior and task performance. According to the Information Processing Theory, individuals with higher cognitive ability are more efficient in interpreting stimuli, selecting appropriate responses, and executing tasks under complex conditions. Thus, employees with strong cognitive skills are more likely to demonstrate accuracy, adaptability, and persistence in completing their responsibilities (Dirwan, 2014; Liao, 2012; M. A. Ramadhani et al., 2025; Rinaldi, Ariandi, et al., 2025).

The relationship between cognitive ability and employee performance has been widely studied and is generally found to be positive. Cognitive ability—defined as an individual's mental capacity to process, analyze, and apply information—is believed to enhance problem-solving skills,

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decision-making accuracy, and task execution efficiency. Individuals with higher cognitive ability are typically better at understanding job demands, learning new skills, and adapting to dynamic work environments (Intan, 2015; Muslihah & Tantri, 2019; Rivi & Wardi, 2025). However, empirical findings are not entirely consistent. Some studies indicate that under conditions of high job stress, lack of cognitive stimulation, or task overload, cognitive ability alone may not consistently predict optimal performance. This reveals a research gap, suggesting that the relationship between cognitive ability and performance is highly contextual and remains underexplored, particularly in Indonesia's private sector, which presents unique organizational dynamics (Hidayah et al., 2023; Liao, 2012; Rinaldi, Sudirman, et al., 2025; Robiansyah et al., 2024).

The relationship between cognitive ability and employee performance has been widely discussed in the international literature. Schmidt and Hunter (1998) identify General Mental Ability (GMA) as a key predictor of job performance, as it facilitates learning, problem-solving, and adaptation to task demands, while Ackerman's (1988) skill acquisition theory emphasizes the role of cognitive abilities in early learning and task mastery. However, cognitive ability alone may not automatically translate into superior performance. Drawing on Meyer and Allen's (1991) three-component model, organizational commitment provides a psychological mechanism through which cognitive ability is more effectively converted into performance outcomes, as cognitively capable employees are better able to understand organizational goals, internalize values, and develop affective attachment, which motivates them to apply their abilities more consistently at work.

Cognitive ability is regarded as a key determinant of organizational commitment. It reflects an individual's mental capacity to understand complex work demands, process information accurately, and make sound decisions. Employees who demonstrate high cognitive ability tend to exhibit greater insight into their organizational roles, stronger problem-solving capacity, and an ability to align their contributions with organizational goals (M. A. Ramadhani & Rinaldi, 2023b). Such individuals are likely to reciprocate favorable organizational treatment with increased loyalty and commitment. In other words, when employees are cognitively equipped to interpret their work as meaningful, structured, and aligned with organizational success, they tend to develop a stronger psychological attachment to the organization (Jannah et al., 2020; M. A. Ramadhani & Rinaldi, 2023b).

Several studies have indicated that cognitive ability can foster organizational commitment, which in turn contributes to improved employee

performance (Diah et al., 2020; Hidayah et al., 2020; Margaretha & Natalia, 2012; Marnoto, 2022; M. A. Ramadhani & Rinaldi, 2023b). Individuals who are cognitively adept tend to comprehend the broader organizational, align with strategic goals, and develop a deeper sense of belonging, which can enhance their affective and normative commitment. However, these findings are not entirely consistent. One study revealed that organizational commitment does not always directly influence performance, particularly in settings characterized by high work pressure, authoritarian leadership styles, or unfair reward systems (Jannah et al., 2020). This inconsistency suggests that the effect of organizational commitment on performance warrants further investigation.

Organizational commitment has long been recognized as a key factor in fostering positive work behaviors and enhancing individual performance. This construct reflects the extent to which employees experience emotional attachment (affective commitment), a sense of moral obligation (normative commitment), and a consideration of the costs associated with leaving the organization (continuance commitment) (Choiriyanto & Shohib, 2024). Highly committed employees typically demonstrate a collective awareness of the organization's vision and mission, a willingness to exert extra effort, and perseverance in the face of workplace challenges. This aligns with the concept of a psychological contract, wherein employees feel psychologically responsible to reciprocate organizational trust and support by contributing optimally to the achievement of organizational goals (Choiriyanto & Shohib, 2024; Nurfitriani & Nurfitriani, 2022).

Consistent with this, organizational commitment has also been identified as a critical predictor of employee performance, as it reflects an individual's loyalty and psychological attachment to the organization. Numerous studies affirm that employees with high levels of commitment tend to perform better (Choiriyanto & Shohib, 2024; Ginanjar & Berliana, 2021; Nurfitriani & Nurfitriani, 2022; Setyorini et al., 2012; Wulandari & Rahayuningsih, 2019). Nevertheless, some research presents contradictory evidence, showing that commitment may not significantly affect performance in work environments characterized by high pressure, unfair systems, or dysfunctional organizational cultures (Hidayah et al., 2024; Mulyawardhana & Merdiaty, 2025; M. A. Ramadhani, Rinaldi, Sudirman, et al., 2023).

Private companies in Indonesia offers a compelling area of study due to its unique organizational dynamics (Rinaldi et al., 2020). A pragmatic work culture, short-term target orientation, and flexible organizational structures often generate distinctive pressures on employee loyalty and motivation (Irwansyah et al., 2023; M. A. Ramadhani & Rinaldi, 2023b; M. H. Z. K.

Ramadhani, Rinaldi, Sudirman, et al., 2023). In such circumstances, understanding how work attitude shapes organizational commitment and how both variables affect employee performance becomes highly relevant. Nevertheless, academic investigations that explicitly test the relationship among work attitude, organizational commitment, and employee performance in a single, integrated model remain limited—particularly in the Indonesia's private sector (Oktafiani et al., 2023; Rinaldi, Aulia Ramadhani, et al., 2023).

The relationship between cognitive ability and employee performance is not always direct; it can be mediated by certain psychological factors, one of which is organizational commitment. High cognitive ability fosters a reciprocal relationship between the individual and the organization, as cognitively capable employees are more likely to understand organizational goals, align with its values, and recognize the importance of their contributions. When employees can process information effectively, solve problems efficiently, and make informed decisions, they are more likely to develop a strong commitment to the organization. This commitment acts as an internal motivator that drives them to contribute their best efforts, thereby enhancing job performance. This conceptual model highlights how cognitive ability forms the intellectual and strategic basis for organizational commitment, which in turn facilitates higher levels of performance (Jannah et al., 2020; Liao, 2012).

Previous studies have supported this mechanism. Employees with higher cognitive capacity are better equipped to evaluate their work environment and organizational systems, which enhances affective commitment and subsequently contributes to productive work behavior (Liao, 2012). Cognitively capable employees tend to perform better, particularly when they are also strongly committed to the organization. Conversely, in the absence of adequate commitment, even high levels of cognitive ability may not translate into performance gains, due to a lack of emotional motivation or long-term psychological attachment. Hence, organizational commitment serves as a critical mediating variable that explains how and why cognitive capacity affects performance outcomes (Marnoto, 2022; Wulandari & Rahayuningsih, 2019). Empirically testing this relationship is expected to yield a more comprehensive understanding of work behavior dynamics within the Indonesia's private sector.

Most existing studies have primarily focused on organizational commitment in relation to turnover intention, job satisfaction, or employee retention, rather than examining its direct link to employee performance (Hutauruk et al., 2021; M. H. Z. K. Ramadhani et al., 2022; M. H. Z. K. Ramadhani, Rinaldi, Yusuf, et al., 2023). However, organizational commitment may serve as a critical predictor of the extent to which employees are willing to engage in efforts to

achieve the company's strategic objectives. This indicates a significant conceptual and contextual gap that warrants exploration through a quantitative research approach utilizing a mediational model.

Although numerous studies have examined the relationship between cognitive ability and employee performance, empirical evidence remains mixed. While cognitive ability is generally expected to enhance task execution and decision-making, several studies report that this relationship is not consistently observed across organizational settings. In Indonesia's private-sector organizations, where work practices are often shaped by hierarchical structures, collective norms, and strong interpersonal relationships, cognitive ability may not automatically translate into higher performance. Employees may possess adequate cognitive capacity, yet fail to fully utilize it in the absence of psychological attachment and commitment to the organization. Despite the relevance of this issue, empirical studies that explicitly examine this inconsistency within the Indonesian organizational setting remain limited. Therefore, this study seeks to address this gap by examining the mediating role of organizational commitment in the relationship between cognitive ability and employee performance.

Based on this rationale, the present study aims to analyze the effect of work attitude on employee performance, with organizational commitment serving as a mediating variable in the Indonesia's private sector. The research seeks to contribute theoretically to the literature on organizational behavior management and offer practical implications for HR managers in designing interventions that foster positive work attitudes and strengthen employees' commitment to the organization.

Based on the theoretical framework and research gap discussed above, this study addresses the following research questions:

1. Does cognitive ability have a significant effect on employee performance?
2. Does cognitive ability have a significant effect on organizational commitment?
3. Does organizational commitment have a significant effect on employee performance?
4. Does organizational commitment mediate the relationship between cognitive ability and employee performance?

Based on the hypothesis described, the research model can be illustrated in the following model.

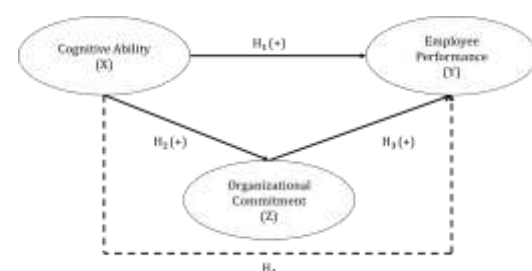


Figure 1. Research Model

2. Method

2.1. Research Approach

This study employed a quantitative explanatory approach aimed at testing the causal relationships among work attitude, organizational commitment, and employee performance. This method is appropriate for measuring the strength of influence between variables and for statistically testing mediation models (Gede et al., 2024; Ghozali et al., 2024; Sandag et al., 2022). Data were collected through a structured questionnaire distributed to a predetermined group of respondents.

2.2. Population and Sample

The population of this study consisted of all permanent employees working in private companies in Indonesia. In accordance with structural analysis standards, the minimum required sample size is 5–10 respondents per indicator variable. Therefore, a target sample of 100 respondents was established (Hair et al., 2022).

2.3. Operational Definition

Cognitive Ability

This variable describes employees' intellectual capacity to understand, reason, and perform work tasks effectively in accordance with organizational demands. Cognitive ability relates to logical thinking, analytical skills, and the speed of processing information and making accurate decisions. Employees with high cognitive ability are able to adapt to dynamic work environments and solve problems rationally and efficiently.

The indicators of this variable are adapted from theories and literature employed in the article, particularly the concept of general mental ability proposed by Intan (2015) and Liao (2012). Indicators:

1. Ability to quickly understand work instructions and procedures.
2. Ability to identify and solve work-related problems logically.
3. Ability to analyze information and make rational decisions.
4. Ability to adapt to changes or new demands in the work environment.
5. Ability to learn new things relevant to the job.

Organizational Commitment

This variable represents the level of employees' emotional attachment, identification, and loyalty to the organization. Organizational commitment reflects the extent to which individuals feel they are an integral part of the organization and are willing to continue contributing to the achievement of its goals. This commitment is also associated with employees' willingness to remain and their sense of pride in being part of the organization.

The indicators of this variable are adapted from the organizational commitment model developed by Choiriyanto & Shohib (2024), Nurfitriani & Nurfitriani (2022) and Mulyawardhana & Merdiaty

(2025), which is also applied in the referenced article. Indicators:

1. Feeling proud to be part of the organization.
2. Emotional involvement with the organization's values and goals.
3. Strong desire to remain employed in the organization.
4. Willingness to contribute maximally for the organization's benefit.
5. Sense of moral responsibility toward the organization's success.

Employee Performance

This variable describes the extent to which employees are able to perform their duties and responsibilities according to organizational standards. Employee performance is evaluated based on quality, quantity, timeliness, cooperation, and initiative in completing tasks. High performance indicates individual effectiveness and productivity in supporting organizational goal achievement.

The indicators of this variable refer to the performance dimensions emphasizing both work outcomes and work behavior (Dirwan, 2014; Setyorini et al., 2012; Wulandari & Rahayuningsih, 2019).

1. Quality of work outcomes meeting organizational standards.
2. Timeliness in completing assigned tasks.
3. Ability to collaborate and coordinate with colleagues.
4. Initiative in addressing work-related problems.
5. Discipline and responsibility in performing duties.

3. Result and Discussion

3.1. Results

This section presents the empirical findings obtained through the SmartPLS analysis. The evaluation of the measurement model was conducted to assess the validity and reliability of the constructs used in the study. Convergent validity was examined using outer loading values, with a minimum acceptable threshold of 0.7. The results of the outer loading analysis are shown in the following figure:

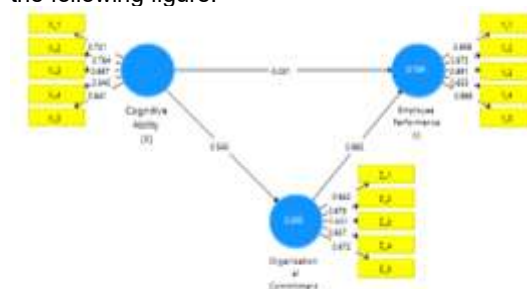


Figure 2. Output Outer Loading

Based on the outer loading analysis, all indicators used to measure each construct demonstrated values ranging from 0.7 to 0.9. These results confirm that all indicators met the criteria for convergent validity, as each loading exceeded the threshold of 0.7. Therefore, no indicators were eliminated from the model, as they

were all deemed valid in representing their respective latent constructs.

Table 1. Output Construct Reliability and Validity.

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
X	0.886	0.901	0.917	0.691
Z	0.922	0.923	0.941	0.761
Y	0.909	0.91	0.932	0.733

All constructs exhibited Cronbach's Alpha values above the minimum threshold of 0.7, indicating satisfactory internal consistency reliability. Additionally, the Average Variance Extracted (AVE) values for each construct exceeded 0.5, further confirming that the items adequately capture the intended constructs. Hence, all constructs in the model are considered both valid and reliable for subsequent analysis.

Table 2. Output R Square

Variable	R Square	R Square Adjusted
Y	0.749	0.743
Z	0.295	0.288

The R Square (R^2) value for the Employee Performance variable (Y) is 0.749, which indicates that 74.9% of the variance in employee performance can be explained by the independent variables in the model, namely Cognitive Agility (X) and Organizational Commitment (Z). This relatively high R^2 value suggests that the model has a strong explanatory power for predicting employee performance. The Adjusted R Square of 0.743 further supports the model's stability, indicating that even after adjusting for the number of predictors, the explanatory power remains consistent.

Meanwhile, the Organizational Commitment variable (Z) has an R Square value of 0.295, meaning that 29.5% of the variance in organizational commitment is explained by Cognitive Agility (X). The Adjusted R Square of 0.288 confirms that the model maintains a moderate level of explanatory power for this variable, although it is significantly lower compared to the effect observed on employee performance.

Table 3. Output Path Coefficients

Variable	O	T Statistics	P Values
X → Y	-0.031	0.524	0.601
X → Z	0.543	8.704	0.000
Z → Y	0.882	21.57	0.000
X → Z → Y	0.479	7.464	0.000

3.2. Discussions

Work Attitude and Employee Performance

The hypothesis testing results indicate that cognitive ability does not have a significant effect on employee performance, with a path coefficient of -0.031, a t-statistic of 0.524 (< 1.96), and a p-value of 0.601 (> 0.05). These findings suggest that employees' cognitive abilities—such as

logical reasoning, memory, and problem-solving—do not directly translate into improved performance. Consequently, Hypothesis H1 is not supported, signaling a disconnect between cognitive potential and actual job outcomes.

This result challenges conventional perspectives in cognitive and human capital theories, which often posit that individuals with higher cognitive functioning are more capable of processing complex information and adapting to demanding tasks, thus achieving superior work results. In contrast, the findings here imply that cognitive ability alone may not be a sufficient determinant of performance. One plausible explanation is the presence of mediating or moderating factors—such as motivation, emotional commitment, or organizational culture—that either facilitate or hinder the translation of cognitive strengths into practical achievements.

From a theoretical perspective, cognitive ability may not directly translate into performance when employees lack sufficient motivation, organizational support, or affective bonds with the organization. Although cognitive capacity enables individuals to process information and solve problems effectively, its practical contribution to performance depends on whether employees are motivated and psychologically engaged in their work. In organizational environments characterized by hierarchical structures and centralized decision-making—conditions commonly found in Indonesian organizations—employees may have limited autonomy to fully utilize their cognitive resources. Under such circumstances, performance tends to be shaped less by individual cognitive capability and more by attitudinal and relational factors, such as loyalty, commitment, and alignment with organizational authority. This theoretical explanation helps clarify why cognitive ability alone did not demonstrate a significant direct effect on employee performance in this study.

Particularly in environments that emphasize hierarchical control, target-driven outputs, or relational work culture, cognitive strengths may be underutilized if not paired with organizational support or emotional engagement. Hence, these results underscore the importance of fostering a supportive work environment that aligns individual capabilities with clear goals, emotional investment, and effective leadership. Organizations should not rely solely on cognitive assessments during recruitment or training but should adopt a more holistic approach that integrates psychological, social, and structural enablers to optimize employee performance.

Work Attitude and Affective Commitment

The hypothesis testing results show that cognitive ability has a significant positive effect on organizational commitment, with a path coefficient of 0.543, a t-statistic of 8.704 (> 1.96), and a p-value of 0.000 (< 0.05). These results confirm that Hypothesis H2 is supported, indicating that

employees with higher levels of cognitive ability tend to exhibit stronger emotional attachment and loyalty toward their organization.

This finding reinforces the theoretical assumptions within cognitive resource theory and organizational behavior, which posit that cognitively capable individuals are better equipped to understand their roles, internalize organizational values, and align their personal goals with institutional objectives. Employees with high cognitive ability can interpret work dynamics more accurately, solve problems effectively, and recognize the strategic value of their contributions. As a result, they are more likely to experience their organizational membership as meaningful and fulfilling, which in turn strengthens affective commitment.

Empirical evidence from previous studies also supports this mechanism, highlighting that individuals with strong cognitive functioning tend to possess greater insight, resilience, and alignment with organizational vision (Diah et al., 2020; Hidayah et al., 2020; Margaretha & Natalia, 2012; Marnoto, 2022; M. A. Ramadhani & Rinaldi, 2023b). These attributes encourage employees to reciprocate organizational support with loyalty, consistency, and perseverance. Work environments often demand flexibility, rapid learning, and adaptive thinking, cognitive ability emerges as a vital antecedent to organizational commitment.

Therefore, this finding provides valuable implications for HR practitioners seeking to cultivate a committed workforce. By investing in cognitive development through structured training, intellectual stimulation, and problem-solving initiatives, organizations can foster not only individual capacity but also long-term psychological attachment to the workplace. In turn, this can promote workforce stability, reduce turnover risk, and improve alignment between employee engagement and corporate strategy.

Organizational Commitment and Employee Performance

The hypothesis testing results demonstrate that organizational commitment has a significant positive effect on employee performance, with a path coefficient of 0.882, a t-statistic of 21.570 (> 1.96), and a p-value of 0.000 (< 0.05). These values strongly support Hypothesis H3, confirming that employees who exhibit higher levels of commitment to their organization tend to achieve better performance outcomes.

This finding is consistent with a substantial body of literature in organizational behavior and strategic HRM, which positions organizational commitment—particularly affective commitment—as a key predictor of desirable work behaviors, including persistence, quality output, and discretionary effort (Choiriyanto & Shohib, 2024; Ginanjar & Berliana, 2021; Nurfitriani & Nurfitriani, 2022; Setyorini et al., 2012; Wulandari &

Rahayuningsih, 2019). When employees feel emotionally attached to their organization, they are more likely to internalize its goals, demonstrate higher responsibility in task execution, and maintain consistent work engagement, even under pressure.

In line with the concept of a psychological contract, employees who are committed to the organization often feel a sense of obligation to reciprocate the trust, support, and development opportunities they receive. This drives them to deliver optimal performance not merely for extrinsic rewards but also as an expression of loyalty and identification with the organization. Moreover, commitment fosters resilience in the face of job demands and encourages proactiveness in problem-solving, both of which contribute to improved performance metrics.

Within Indonesia's private-sector landscape—where organizational loyalty can be challenged by high workloads, competitive market forces, and evolving managerial practices—this result affirms the strategic value of building and sustaining commitment. Rather than focusing solely on skill development or productivity tools, companies should consider interventions that deepen emotional bonds between employees and their institutions, such as meaningful recognition, participatory leadership, and clear communication of corporate values.

Work Attitude, Organizational Commitment, and Employee Performance

The hypothesis testing results indicate that organizational commitment significantly mediates the relationship between cognitive ability and employee performance, with an indirect path coefficient of 0.479, a t-statistic of 7.464 (> 1.96), and a p-value of 0.000 (< 0.05). These findings confirm that Hypothesis H4 is supported, establishing that cognitive ability influences performance not directly, but through the enhancement of organizational commitment.

This result underscores the mediating role of psychological mechanisms in translating cognitive capacity into tangible work outcomes. While cognitive ability equips individuals with intellectual tools such as reasoning, information processing, and problem-solving, it is through the development of commitment that these abilities are channeled into consistent work behavior. In this model, organizational commitment serves as the emotional and motivational bridge that transforms potential into performance. Employees with high cognitive ability who also feel connected to their organization are more likely to apply their skills with greater purpose, alignment, and dedication.

This finding is aligned with previous research which highlights that even the most capable individuals may underperform in the absence of psychological engagement or emotional attachment to their work (Liao, 2012; Marnoto, 2022). In contrast, when such individuals are also

committed, they are more inclined to persist in challenging tasks, contribute beyond formal requirements, and demonstrate ownership of their roles. Therefore, the mediating effect observed in this study reflects the synergy between cognitive resources and affective investment.

Indonesian private-sector organizations where performance demands are often high and organizational loyalty is not always a given this result offers a nuanced understanding of employee dynamics. It suggests that recruiting for intelligence alone is insufficient; what matters equally is cultivating a work environment where cognitive strength is matched with emotional engagement. Initiatives such as structured mentoring, value-based leadership, and recognition of individual contributions can help foster this connection.

Ultimately, this mediated relationship highlights the strategic importance of integrated HRM practices that go beyond technical training. Organizations should invest in cognitive and emotional development simultaneously, ensuring that employees not only possess the skills to succeed but also the commitment to apply them for organizational advancement.

4. Conclusion

This study set out to examine the relationship between cognitive ability, organizational commitment, and employee performance within the Indonesia's private-sector organizations. The results reveal several important findings. First, cognitive ability does not have a direct and significant effect on employee performance, suggesting that intellectual capacity alone is not sufficient to drive work outcomes. Second, cognitive ability has a strong and positive effect on organizational commitment, indicating that cognitively capable employees are more likely to develop a psychological attachment to their organization. Third, organizational commitment significantly influences employee performance, reaffirming its critical role as a driver of productive work behavior. Finally, the study confirms that organizational commitment acts as a mediating variable in the relationship between cognitive ability and performance, emphasizing the importance of emotional and motivational mechanisms in translating cognitive potential into actual work outcomes.

From a theoretical perspective, this study contributes to the organizational behavior and strategic human resource management literature by offering a mediation-based explanation for the inconsistent findings on the cognitive ability–performance relationship. Rather than viewing cognitive ability as a direct predictor of performance, the proposed model highlights organizational commitment as a key psychological mechanism through which cognitive capacity is effectively converted into performance. This finding extends existing theories by demonstrating that cognitive resources must be accompanied by affective attachment to the organization in order to produce optimal performance outcomes,

particularly in organizational settings characterized by hierarchical structures such as those commonly found in Indonesia.

From a practical standpoint, the findings provide important implications for human resource management. Organizations should move beyond an exclusive focus on cognitive ability in recruitment, selection, and promotion processes, and instead design HRM programs that actively strengthen organizational commitment. Such initiatives may include leadership development programs that emphasize supportive and participative leadership, structured career development and mentoring schemes, recognition and reward systems that reinforce employee loyalty, and value-based HR practices that align individual goals with organizational objectives. By simultaneously developing employees' cognitive capabilities and affective commitment, organizations can more effectively enhance performance and sustain long-term organizational effectiveness.

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