

# THE INFLUENCE OF PSYCHOLOGICAL SAFETY, PSYCHOLOGICAL RESILIENCE AND GRIT ON PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT

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## Abstract:

Employee performance is increasingly recognized as a key driver of organizational success in today's competitive business landscape. This study aims to have the influence of psychological safety, psychological resilience, and persistence on employee performance, whilst deciding the mediating role of organizational commitment in this connection. A quantitative approach was used with data collected by 323 employees of Kalla Toyota Makassar, Indonesia, who work in a dynamic organizational structure. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) by SmartPLS software.

The outcome shows that psychological safety and psychological resilience do not have a substantial effect on employee performance. However, both factors have a favorable and substantial effect on performance by organizational commitment as a mediating variable. Grit has been proven to have a favorable and substantial effect on performance both directly and indirectly by organizational commitment. Furthermore, psychological safety, psychological resilience, and grit were also found to have a favorable and substantial effect on organizational commitment, whilst organizational commitment had a favorable and substantial effect on improving employee performance.

**Keywords:** Psychological Safety, Psychological Resilience, Grit, Organizational Commitment, Employee Performance

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## INTRODUCTION

Employee performance is a fundamental element that decides an organization's success in achieving its strategic goals. Amid increasingly fierce business competition, optimal performance depends not only on technical abilities, but also on psychological factors that shape employee motivation, loyalty, and engagement. A number of contemporary studies have shown that psychological well-being plays a crucial role in having motivation and work performance (Fayaz Ahmad Nika & Bashir, 2023). Psychological stability is the basis for the emergence of work enthusiasm and sustainable productivity.

One of the deciding factors in psychological well-being is a sense of psychological safety in the work environment. Psychological safety allows employees to express their opinions, take risks, and experiment devoid of fear of negative consequences (Kim, 2020; Setiadi, 2023). A work environment that supports these situations creates trust and openness, that ultimately have active participation and performance. Conversely, the absence of this sense of security can have psychological pressure and decreased motivation, that impacts organizational performance.

In addition, psychological resilience also plays a crucial role in dealing with pressure and uncertainty. Employees with high resilience tend to be adaptive and resilient in challenging situations (Hoggör & Yaman, 2021). Another factor that has to do with performance is grit, that is the perseverance and determination to achieve long-term goals (Kim et al., 2019). These three factors are interrelated in having individual psychological strength, that has a direct implication on work productivity.

The context of this study focuses on Kalla Toyota, one of the main business units of the Kalla Group engaged in the automotive sector. As the largest Toyota dealer in Eastern Indonesia, Kalla Toyota's success is inseparable by the contributions of employees in various operational lines. However, performance data by the last three years (2022–2024) have substantial fluctuations. Although annual targets are often achieved, several periods show a sharp decline in performance, especially during organizational restructuring,

leadership changes, and job rotations. This phenomenon have that psychological factors also influence the stability of employee performance.

The routine organizational restructuring at Kalla Toyota is a source of pressure for employees. Changes in work structures and teams often cause uncertainty, have a sense of security, and hinder adaptation. Initial interview outcome show that some employees feel a loss of social support and a decline in motivation due to these dynamics. Inability to have can trigger work stress, that then affects performance decline at both the individual and team levels. Remtulla et al. (2021) state that psychological security cannot be separated by the socio-cultural context, where hierarchical structures often prevent employees by expressing their opinions openly.

An organizational culture that does not fully support self-expression also exacerbates the situation. Some employees admit that they are reluctant to have ideas for fear of negative judgment by their superiors. This condition gives rise to a "yes man" culture, where employees tend to agree by decisions devoid of providing critical input. As a outcome, the potential for innovation and active participation in strategic decision-making becomes limited. In the long term, this kind of work environment can have a sense of belonging to the organization, have stress, and trigger employee turnover.

Research by Rana Hafizhah and Etikariena (2024) have that psychological safety has a substantial correlation by innovative work behavior. In an environment that supports *psychological safety*, employees are more willing to have knowledge and innovate. This reinforces the view that psychological safety, mental resilience, and grit not only have individual well-being but also serve as the foundation for organizational productivity. Employees by high psychological safety and resilience are able to calmly deal by work pressure and remain focused on achieving their targets. When companies have in creating a psychologically safe work environment, employees will have valued and supported to develop. In this context, grit serves to strengthen the consistency of favorable behavior and the determination to achieve the best outcome even when facing difficult challenges.

Research by Jin & Peng (2024) have that *psychological safety* not only creates emotional comfort but also encourages innovative behavior by open communication. In psychologically safe organizations, employees find it easier to have ideas, accept feedback, and collaborate effectively. However, most previous studies tend to highlight the direct connection among psychological factors and performance ( ) devoid of considering the role of mediating variables that can strengthen this connection.

This study have that gap by including *organizational commitment* as a mediating variable. Organizational commitment reflects emotional attachment, loyalty, and a sense of belonging to the company. Employees by high commitment will have greater dedication, responsibility, and motivation to achieve company goals. According to Taskiran et al. (2024), organizational commitment plays an crucial role in creating a productive and harmonious work environment, as it have employee responsibility and initiative.

Organizational commitment can also strengthen employees' psychological well-being. When they feel valued and have career clarity, stress levels decrease and motivation have (Muktamar et al., 2024). Therefore, having strong organizational commitment is an crucial strategy in improving employee performance and loyalty. Irayani et al. (2023) add that organizational commitment not only reflects loyalty but also serves as a driving mechanism that can have individual and team performance.

Thus, this study has high theoretical and practical relevance. Theoretically, this study expands the understanding of the interaction among psychological factors (psychological safety, psychological resilience, and grit) and employee performance by organizational commitment as a mediator. Practically, the outcome of this study are expected to assist the management of Kalla Toyota and similar companies in designing human resource management policies that are more oriented towards the psychological well-being of employees, in order to achieve optimal and sustainable performance.

## LITERATURE REVIEW

### Psychological Safety

Psychological safety is the belief that the work environment is safe for taking interpersonal risks, such as expressing ideas, questions, or mistakes devoid of fear of negative consequences (Edmondson, 1999). Individuals who feel psychologically safe will dare to participate, innovate, and support the team learning process (Carmeli et al., 2010). According to Newman et al. (2017), psychological safety enhances collaboration and creativity in organizations, whilst an work environment actually hinders communication and have performance. In the context of modern organizations, psychological safety is seen as a prerequisite for creating trust, work engagement, and high organizational commitment (Frazier et al., 2017). Therefore, this factor is an crucial foundation in having favorable behavior and sustainable performance in the workplace.

### Psychological Resilience

Psychological resilience is an individual's ability to adapt and bounce back after facing pressure, failure, or challenging changes (Luthans, 2002). Resilience reflects a person's capacity to have healthy psychological functioning even under stressful situation (Reivich & Shatté, 2002). Individuals by high psychological resilience tend to be more optimistic, flexible, and able to control their emotions and work stress (Tugade &

Fredrickson, 2004). Research have that psychological resilience is favorably related to well-being, job satisfaction, and performance (Youssef & Luthans, 2007). In an organizational context, resilience helps employees deal by change and job demands in an adaptive way, enabling them to have motivation, commitment, and productivity in the long term (King et al., 2016).

### Grit

Grit is a psychological trait that describes an individual's perseverance and passion in achieving long-term goals, despite facing various obstacles (Duckworth et al., 2007). Individuals by high levels of grit have consistency in their interests and perseverance in their efforts, that allows them to remain focused and committed to their goals (Duckworth & Quinn, 2009). Grit have to high performance because it encourages individuals not to give up easily and to continue to have their abilities (Credé et al., 2017). Other research have that grit has a favorable connection by job satisfaction, intrinsic motivation, and organizational effectiveness (Suzuki et al., 2015). In the context of the workplace, grit is an crucial indicator that reflects an individual's mental resilience and fighting spirit in facing pressure and achieving optimal performance.

### Organizational Commitment

Organizational commitment is the degree to that individuals identify by the organization, engage in work activities, and have a strong desire to have membership in the organization (Meyer & Allen, 1997). This commitment is divided into three main dimensions, namely *affective commitment* (emotional attachment), *continuance commitment* (cost-benefit considerations in staying), and *normative commitment* (feelings of moral obligation). High organizational commitment encourages loyalty, motivation, and sustainable performance (Meyer et al., 2002). According to Riketta (2008), organizational commitment plays an crucial role in fostering job satisfaction and reducing turnover rates. In addition, strong commitment also strengthens the connection among psychological factors such as security, resilience, and grit by employee performance, because highly committed employees tend to be more oriented towards achieving organizational goals.

### Employee Performance

Employee performance is the outcome of the quality and quantity of work achieved by individuals in carrying out tasks in accordance by the responsibilities assigned to them (Mangkunegara, 2017). Performance is influenced by the abilities, motivation, and psychological situation of employees in facing work demands. According to Robbins and Judge (2017), high performance have a favorable contribution to organizational productivity and the success of achieving strategic goals. Psychological factors such as psychological security, mental resilience, and grit have been proven to influence performance by increasing motivation and work commitment (Bakker & Demerouti, 2018). In addition, a work environment that supports participation, appreciation, and emotional well-being has also been proven to strengthen individual performance (Sonnentag & Frese, 2002). Thus, employee performance is not only determined by technical abilities, but also by internal and contextual factors that shape productive and sustainable work behavior.

## CONCEPTUAL FRAMEWORK

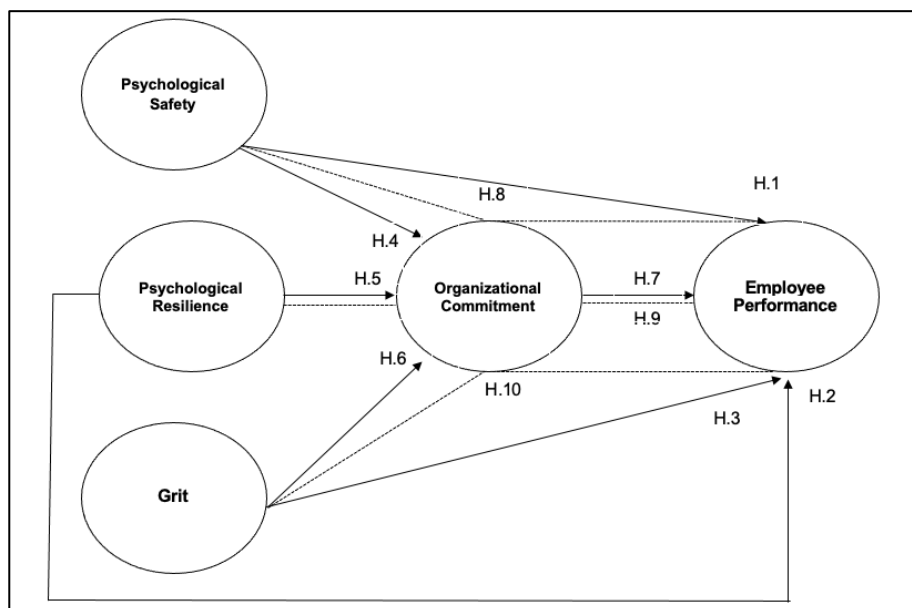


FIGURE 1 Research Conceptual Framework

This study develops a conceptual framework to understand how psychological factors such as psychological safety, psychological resilience, and grit affect employee performance, considering the role of organizational commitment as a mediating variable. This framework is based on the assumption that employee performance is not only influenced by technical skills, but also depends heavily on the individual's internal psychological situation and emotional attachment to the organization.

## RESEARCH METHODS

This study uses an explanatory quantitative approach to have how psychological safety, psychological resilience, and grit affect employee performance by organizational commitment as a mediating variable. This approach allows researchers to systematically have the connections among variables by structured statistical analysis (Creswell & Creswell, 2023).

### Data Collection Methods

The data in this study were collected by the distribution of structured questionnaires to Kalla Toyota employees in the Makassar region of Indonesia. The research instrument was developed based on constructs that had been validated in various previous studies, covering five main variables, namely psychological safety, psychological resilience, grit, organizational commitment, and employee performance. Each statement in the questionnaire was measured using a 5-point Likert scale.

### Population

The population of this study included all 323 Kalla Toyota employees in the Makassar area by the following criteria: (1) permanent employees; (2) status as Manager, Supervisor (SPV), or Staff; (3) more than five years of service; and (4) minimum education of high school/vocational school to master's degree. This study used a census technique, in that the entire population that met the criteria became respondents devoid of sampling. This approach was chosen so that the data obtained would describe the population's situation comprehensively and accurately. The census method was considered the most appropriate because all employees were deemed to have relevant information to answer the research questions, so that the research outcome could represent the actual situation of the organization scientifically.

### Data Analysis Procedures

The collected data were analyzed using a quantitative method by the latest version of SmartPLS. The analysis had several steps: First, testing the validity and reliability of the constructs using the outer model (including loading factor, Cronbach's Alpha, AVE, and CR). Second, analyzing the structural model (inner model) to check the direct and indirect effects among the variables. Third, conducting a mediation test to see if digital capability acts as a link among social influence and facilitating situation on business performance. Lastly, checking the significance of the paths using the bootstrapping technique.

### OUTCOME

#### Direct Effect

*Direct* effect is a causal connection or influence of one latent construct on another latent construct devoid of going by an intermediate variable in a structural model. In the context of PLS-SEM, direct effect is measured using path coefficients that indicate the direction and strength of the connection among constructs. These coefficients provide information on how much change in the dependent construct can be explained by changes in the independent construct directly.

TABLE 1 Direct Effect

Indicators	Original Est	T Statistic	2.5% CI	97.5% CI
Psychological Safety -> Employee Performance	-0.005	0.075	-0.132	0.115
Psychological Resilience -> Employee Performance	0.128	1.489	-0.051	0.285
Grit -> Employee Performance	0.334	4.380	0.200	0.489
Psychological Safety -> Organizational Commitment	0.202	2.286	0.035	0.371
Psychological Resilience -> Organizational Commitment	0.284	2,163	0.023	0.522
Grit -> Organizational Commitment	0.369	3,277	0.153	0.593
Organizational Commitment	0.502	8,466	0.377	0.622

→ Employee Performance				

Based on Table 1 above, it is known that for Psychological Safety on Employee Performance, the path coefficient is -0.005 by a t-statistic of 0.075 and a confidence interval of -0.132 to 0.115. This interval contains a zero value and the t-statistic is well below 1.96, so this effect is not substantial. This means that Psychological Safety does not have a substantial direct effect on Employee Performance. The effect of Psychological Resilience on Employee Performance has a path coefficient of 0.128, but by a t-statistic of 1.489 and a confidence interval of -0.051 to 0.285. Because the confidence interval contains zero and the t-statistic is < 1.96, this effect is not statistically substantial. The direct effect of grit on employee performance have a path coefficient of 0.334 by a t-statistic value of 4.380 and a 95% confidence interval among 0.200 and 0.489. Because the confidence interval does not contain zero and the t-statistic is > 1.96, this connection is statistically substantial. This have that Grit has a favorable and substantial effect on Employee Performance, so that the higher the individual's grit level, the better the performance shown. Psychological Safety on Organizational Commitment have a favorable path coefficient of 0.202 by a t-statistic of 2.286 and a confidence interval of 0.035 to 0.371. Since the confidence interval does not include zero, this connection is substantial. This means that Psychological Safety have favorably to Organizational Commitment. Psychological Resilience toward Organizational Commitment have a path coefficient of 0.284 by a t-statistic of 2.163 and a confidence interval of 0.023 to 0.522. This outcome is substantial, indicating that Psychological Resilience has a favorable effect on Organizational Commitment.

Grit on Organizational Commitment has a path coefficient of 0.369 by a t-statistic of 3.277 and a confidence interval of 0.153 to 0.593, that also does not include zero. This outcome have a substantial favorable effect, that means that Grit have to increasing Organizational Commitment. Organizational Commitment to Employee Performance has the highest path coefficient, namely 0.502 by a t-statistic of 8.466 and a confidence interval of 0.377 to 0.622. This connection is very substantial, indicating that Organizational Commitment has a favorable and strong effect on Employee Performance. Overall, this direct effect analysis have that Grit, Psychological Safety, Psychological Resilience, and Organizational Commitment play different roles in influencing Employee Performance and Organizational Commitment, by Organizational Commitment being the most dominant construct in directly influencing Employee Performance.

#### Indirect Effect

An *indirect* effect is an effect that occurs among two latent constructs mediated by one or more other constructs in a structural model. In other words, this effect does not occur directly, but rather by an intermediary path called a mediator. In PLS-SEM, indirect effects are calculated as the product of the path coefficients in each segment connecting the independent construct to the dependent construct by the mediator.

TABLE 2 Indirect Effect

Indicators	Original Est	T Statistic	2.5% CI	97.5% CI
Psychological Safety -> Employee Commitment -> Employee Performance	0.101	2.200	0.019	0.194
Psychological Resilience -> Employee Commitment -> Employee Performance	-0.143	2.034	0.011	0.286
Grit -> Employee Commitment -> Employee Performance	0.185	3.130	0.079	0.314




Based on Table 2 above, it is known that Psychological Safety on Employee Performance by Organizational Commitment have a coefficient value of 0.101 by a t-statistic of 2.200 and a confidence interval of 0.019 to 0.194. The confidence interval that does not contain zero have that this effect is substantial. This means that Psychological Safety has an indirect contribution to Employee Performance by have Organizational Commitment.

Psychological Resilience on Employee Performance by Organizational Commitment has a coefficient value of -0.143, by a t-statistic of 2.034 and a confidence interval of 0.011 to 0.286. Although the coefficient value is negative, this effect is substantial because the confidence interval does not contain zero. This have that Psychological Resilience has an indirect effect on Employee Performance by Organizational Commitment, but the direction of the effect tends to be negative.

Grit on Employee Performance by Organizational Commitment has a path coefficient value of 0.185 by a t-statistic of 3.130 and a 95% confidence interval among 0.079 and 0.314. Because the confidence interval does not include zero and the t-statistic is  $> 1.96$ , this effect is substantial. This have that Organizational Commitment acts as a mediator that strengthens the influence of Grit on Employee Performance.

Overall, this indirect effect analysis have that Organizational Commitment plays an crucial role as a mediating variable that connects Grit, Psychological Safety, and Psychological Resilience to Employee Performance. This mediating role have that the effects of these variables on Employee Performance are not only direct, but also by channels of influence that involve Organizational Commitment.

## DISCUSSION

### The Influence of Psychological Safety on Employee Performance

The outcome of this study indicate that psychological safety does not have a substantial direct effect on improving employee performance at Kalla Toyota Makassar. This have that although a psychologically safe work environment can create a sense of comfort, openness, and trust among team members, these situation are not strong enough to directly encourage have work performance. In the context of organizations such as Kalla Toyota Makassar, employee performance is more influenced by target systems, achievement evaluations, and the dynamics of coordination among job levels that demand efficiency and accuracy in work. In other words, psychological safety is indeed crucial as a basis for emotional well-being, but its impact on improving work outcome requires the support of other factors such as effective leadership, performance rewards, and proportional work pressure management. The outcome of this study are related to the findings of Lee, Jae Young (2022), that explain that the direct influence of psychological safety on employee performance is not statistically substantial. This have that psychological safety in the workplace does not necessarily contribute directly to have performance, but requires the role of mediating factors such as *job crafting* and *thriving at work*.

### The Influence of Psychological Resilience on Employee Performance

The outcome of this study show that psychological resilience has a direct favorable but insubstantial effect on improving employee performance at Kalla Toyota Makassar. These findings indicate that an individual's ability to remain calm, bounce back by pressure, and adapt to changes in the work environment does play an crucial role in haveing mental stability, but is not strong enough to directly have work performance. In an organizational context such as Kalla Toyota Makassar, employee performance is more influenced by target systems, achievement evaluations, and inter-level coordination that demands efficiency and accuracy. Psychological resilience serves as the foundation for emotional and mental balance, but its impact on work outcomes will only be substantial if supported by other factors such as supportive leadership, a fair reward system, and proportional workload management. The outcome of this study are related to the findings of Hidayah, Setyawan, and Lestari (2021), that show that psychological resilience does not have a substantial effect on employee performance, either directly or as a mediating variable among the work environment and the performance of employees at the Sidoarjo Regional General Hospital during the Covid-19 pandemic. This have that an individual's ability to remain resilient in the face of high pressure and workload does not automatically have performance, especially when stressful working situation and emotional exhaustion (burnout) are not balanced by adequate organizational support.

### The Effect of Grit on Employee Performance

The outcome of this study indicate that grit has a direct, favorable, and substantial effect on improving employee performance. These findings suggest that an individual's ability to have perseverance, consistency of purpose, and a high level of fighting spirit in the face of various challenges plays an crucial role in shaping optimal performance. In an organizational context, grit becomes a psychological asset that enables employees to remain focused and persistent in achieving their targets despite facing obstacles or work pressures. This have that individuals by high grit tend to be more resilient to failure, task-oriented, and strongly committed to producing quality work. However, the effectiveness of grit in improving performance is still influenced by a supportive work environment, a fair reward system, and leadership that is able to motivate and provide

clear direction for employees. Indrianty Sudirman, Evi Wahyuningsih, and Mahlia Muis (2013) explain that employee performance is not only determined by managerial systems or organizational structural factors, but is also greatly influenced by psychological factors such as motivation, discipline, and competence.

#### **The Influence of Psychological Safety on Organizational Commitment**

The outcome of this study show that psychological safety has a direct, favorable, and substantial influence on increasing organizational commitment at Kalla Toyota Makassar. These findings show that when employees feel emotionally safe to express their opinions, take risks, or convey ideas devoid of fear of being blamed, they will have a stronger emotional bond by the organization. In a target- and service-oriented work environment such as Kalla Toyota, a sense of security is an crucial foundation that allows each individual, whether a manager, supervisor, or staff member, to perform to the best of their ability. This psychological security creates a space for them to take initiative, be open to feedback, and feel appreciated for their contributions. When the work environment is free by threats, emotional pressure, or fear of making mistakes, loyalty and commitment to the organization grow naturally.

#### **The Influence of Psychological Resilience on Organizational Commitment**

The outcome of this study show that psychological resilience has a direct, favorable, and substantial influence on organizational commitment at Kalla Toyota Makassar. These findings have that employees' ability to cope by pressure, recover by failure, and adapt to change plays an crucial role in having emotional attachment and loyalty to the company. In a dynamic work environment such as Kalla Toyota, where sales targets and customer service are the main focus, psychological resilience is the foundation that haves the mental stability and work enthusiasm of managers, supervisors, and staff. When individuals have the ability to control stress, see challenges as opportunities, and remain favorable under pressure, their commitment to the organization will be stronger. Thus, resilience not only creates personal endurance but also forms a deep psychological bond among employees and the organization.

The outcome of this study are in line by the findings of Tülay Avcı Taşkiran et al. (2024), that show that psychological resilience has a direct effect on organizational commitment, where employees by high levels of resilience tend to have stronger affective commitment.

#### **The Influence of Grit on Organizational Commitment**

The outcome of this study show that grit has a direct, favorable, and substantial effect on organizational commitment at Kalla Toyota Makassar. These findings have that the persistence, perseverance, and consistency of employees in achieving long-term goals play an crucial role in having emotional attachment and loyalty to the company. In a competitive work environment such as Kalla Toyota, where sales targets, customer service, and work efficiency are the main focus, grit becomes the foundation that haves the motivation and dedication of managers, supervisors, and staff. When individuals have the ability to keep fighting despite facing obstacles, remain consistent by their goals, and do not give up easily under pressure, their commitment to the organization will be stronger. Thus, grit is not only a personal strength, but also a psychological energy that strengthens the connection among employees and the organization. As haveed by research conducted by Indrianty Sudirman, Evi Wahyuningsih, and Mahlia Muis (2013), employees by high levels of motivation and discipline have a strong drive to achieve organizational targets, even in demanding and stressful work situation. This have that psychological aspects such as perseverance, responsibility, and consistency toward work goals are closely correlated by haved employee performance and loyalty.

#### **The Influence of Organizational Commitment on Employee Performance**

The outcome of this study indicate that organizational commitment has a direct, favorable, and substantial influence on employee performance at Kalla Toyota Makassar. These findings have that employee loyalty, sense of belonging, and emotional attachment to the company play an crucial role in driving haved work performance. In an organization that is highly oriented towards sales targets and customer satisfaction, such as Kalla Toyota, commitment becomes the psychological energy that keeps managers, supervisors, and staff motivated to consistently give their best. When individuals' have a strong belief in the company's values and goals, they will be motivated to work more effectively, have discipline, and show high initiative. Organizational commitment not only creates an emotional bond among employees and the company but also serves as the primary driver in the formation of superior and sustainable performance. The outcome of this study align by the findings of Ahmad Mukhtar et al. (2024), that indicate that organizational commitment, along by work motivation and compensation, substantially influences employee performance.

#### **The Influence of Psychological Safety on Employee Performance by Organizational Commitment**

The outcome of this study indicate that psychological safety indirectly has a substantial effect on employee performance by organizational commitment. This means that the psychological sense of security felt by employees does not necessarily have performance on its own. However, when this sense of security is followed by the growth of strong commitment to the organization, only then does its effect on performance become real and meaningful. In other words, employees who feel valued, are not afraid to make mistakes, and dare to express their ideas or opinions will be more motivated to work well if they also have loyalty, a sense of belonging, and dedication to their organization. Organizational commitment in this case plays an crucial role as a mediating variable that connects psychological safety by optimal work performance. The outcome of this study are in line by the findings of Meliana Serepina & Sumaryono (2023), that show that job satisfaction influenced by psychological safety acts as a mediator in the connection among psychological safety and employee performance.

### **The Influence of Psychological Resilience on Employee Performance by Organizational Commitment**

The outcome of this study indicate that psychological resilience indirectly has a substantial effect on employee performance by organizational commitment at Kalla Toyota Makassar. These findings have that although psychological resilience does not have a direct effect on performance havement, when accompanied by a high level of organizational commitment, the favorable effect becomes real and substantial. In other words, psychological resilience can only have an optimal impact on performance if employees have strong emotional attachment, loyalty, and dedication to the company. Organizational commitment in this case acts as a connecting factor that strengthens the connection among employees' mental resilience and their work performance. The outcome of this study are in line by the findings of Tülay Avcı Taşkıran et al. (2024), that show that psychological resilience has a favorable effect on organizational commitment by the role of job satisfaction as a mediator, that ultimately haves employee performance.

### **The Influence of Grit on Employee Performance by Organizational Commitment**

The outcome of this study indicate that grit indirectly has a substantial effect on employee performance by organizational commitment at Kalla Toyota Makassar. These findings have that although grit has a direct effect on performance, its indirect effect by organizational commitment is also proven to be strong and substantial. In other words, the perseverance, consistency, and never-give-up spirit of employees will have a maximum impact on performance when accompanied by a high level of commitment to the organization. Organizational commitment in this case acts as a reinforcer of the connection among individual grit and work performance, making grit not only a personal strength, but also a source of collective energy in achieving company goals. These outcome are also consistent by the research by Hyun-Kuk Cho & Boyoung Kim (2022), that haves that grit has a favorable effect on organizational commitment, that ultimately haves employee performance. This have that employees' resilience and perseverance become more strategically valuable when internalized in the form of loyalty and a sense of belonging toward the organization.

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