

## Antecedent Variables that Affect Employee Performance Are Moderated By Affective Commitment

Lambok Silalahi<sup>1\*</sup>, Tetra Hidayati<sup>2</sup>, Siti Maria<sup>3</sup>

<sup>1,2,3</sup>*Faculty of Economics and Business, Mulawarman University, Indonesia*

**ABSTRACT :** This study aims to analyze the direct and indirect effects of transformational leadership, organizational culture and achievement motivation on the performance and affective commitment of employees of PT. Kalimantan Agro Nusantara. Respondents of this study were employees of PT Kalimantan Agro Nusantara with a population of 84 respondents. To test the analysis of the hypothesis the writer uses data analysis in this study using the Partial Least Square (PLS) method. transformational leadership, organizational culture and achievement motivation as exogenous variables. affective commitment as a moderating variable and performance as an endogenous variable. The results showed that transformational leadership has a positive and insignificant effect on performance, organizational culture is significant on performance, achievement motivation is significant on performance, then organizational commitment as a mediator between leadership and performance has a significant effect, organizational commitment cannot mediate organizational culture on performance, and organizational commitment. Mediating achievement motivation has a significant effect on performance. The results concluded that transformational leadership has not been able to provide a strong effect or impact on performance, then the moderating variable increased employee performance as the influence of high organizational culture is not strengthened by affective commitment. Meanwhile, other antecedent variables can influence performance indicators.

**KEYWORDS :** *Transformational leadership, organizational culture, achievement motivation, affective commitment, performance*

### I. INTRODUCTION

The quality of Human Resources (HR) greatly determines management performance. Companies must have goals that must be achieved, for that the company will increasingly depend on the quality of human resources. Leadership in the organization plays an important role in the successful achievement of organizational goals. Leaders must carry out various skills, experiences, personalities and motivations for each individual they lead. Effective leadership is needed in a company to be able to improve the performance of all employees in achieving the goals that the company has set. An organization is deemed necessary to take into account a strong organizational culture and in line with several applicable limitations. As long as they have a strong organizational culture, have a good impact and can be implemented properly by members of the organization, it can facilitate organizational activities. Achievement motivation is a need that encourages employees to achieve success or excellence by considering the standards that must be achieved, both intrinsic and extrinsic, and aims to obtain the incentive value for success. Affective commitment is one of the components in organizational commitment related to emotional attachment, identification, and feeling involved in all activities, goals, values of an organization. Affective commitment is the level where employees identify with the goals and values of the organization's values and will use hard efforts to achieve the goals that have been set. Employee performance is a human resource management activity to achieve company goals. Employee performance is a record of the work that the worker has successfully produced such as functions, activities or behavior over a certain period of time. Employee performance is a function of the interaction between ability and motivation, if the employee's ability does not support the employee's performance will be negatively affected.

### II. LITERATURE REVIEW

#### Transformational leadership and performance

One of the leadership styles that are considered capable of improving employee performance is transformational leadership styles (Baskoro, Yudi, and Irwansyah, 2015); (Dharma, HERSEY, and BLANCHARD, 1995). Transformational leadership is change-oriented leadership that can change the work

environment, work culture, work motivation, work values, and work patterns that are perceived by subordinates to improve employee performance in the organization. (Luthans 2011), states that transformational leaders use legitimacy tactics more often and produce higher levels of identification and internalization, have better performance and develop followers. (Hughes, Ginnett, and Curphy 2012), states that transformational leadership has good vision, rhetorical skills and impression management and uses it to develop strong emotional bonds with followers. Transformational leadership is leadership that involves change in the organization.

#### **Organizational culture and performance**

Organizational culture is a guideline for company employees in behavior which guides in interacting with fellow colleagues and guides in decision making. Likewise (Luthans 2011) argues that organizational culture is a basic pattern of thinking that is taught to new personnel as a way to feel, think and act correctly from day to day. Organizational culture is believed to affect every individual regarding outputs such as commitment, motivation, morale, job satisfaction, and performance. Research results, (Khalig 2015); (Suharto and Nusantoro 2018), explained that organizational culture, including the values and norms applied to employees, can affect employee performance levels effectively.

#### **Achievement motivation and performance**

The achievement of work motivation goals as implemented produces efficient work results for both employees and the company. Motivation is the most important component of overall performance, personnel and has opened new strategic windows for organizations. It is necessary to identify the work results of a company from one that most influences personnel motivation activities and to determine where the intrinsic reward situation is more favorable and where the extrinsic is more useful. Such as research (Listyanti and Dewi 2019), which states that achievement motivation has a positive and significant effect on performance.

#### **Transformational leadership, affective commitment and performance**

Every employee in the organization must have a high commitment to the achievement of the mission, vision and goals of the organization. Therefore transformational leadership plays an important role in the commitment of an organization. Transformational leadership has an impact on affective commitment because there is an increase in the transfer of emotions, employees, and emotional involvement of employees in the organization. Employees with a strong affective commitment tend to continue their work in the organization because of their desire to do so (Allen and Meyer 1996). Transformational leadership is essential for the continuity and success of a company, whereas affective commitment will increase with the right transformational leadership. Thus it is expected that with an increase in affective commitment it will produce a harmonious relationship between employees and superiors where employees work, who want this harmonious relationship to improve employee performance.

### **III. RESEARCH METHODS**

#### **Sample**

This research is a form of population research, where the entire population is used as the research sample. The population in this study were 84 employees who served in the operational structure of PT Kalimantan Agro Nusantara's garden, consisting of 71 employees of rayon A and B rayon garden operations, 9 employees of garden administration, 3 QC employees and 1 employee. Technique.

#### **Measurement and data sources**

Research Scale Using the Likert scale, where this attitude is expressed by agreeing or disagreeing, the rating scale ranges from 1 = "Strongly Disagree", to 5 = "Strongly Agree". For example the item is "I was able to do a good job at this company", this scale has been tested and has an internal consistent score of 4.22. Then for the data source is done through data collection from questionnaires. The questionnaire technique (questionnaire) is a collection of data by providing or distributing a list of questions or statements to respondents in the hope of providing a response or a list of these questions.

### **IV. RESULTS AND DISCUSSION**

#### **Reliability test results**

Table 1. Cronbach's alpha

Variable	Cronbach's Alpha	Info
Transformational Leadership (KT)	0.943	Reliable
Organizational Culture (BO)	0.922	Reliable
Achievement Motivation (MB)	0.840	Reliable
Affective Commitment (AC)	0.866	Reliable
Performance (K)	0.933	Reliable

Source: Primary data processed, (2021).

Based on the table above, the Cronbach's alpha value above 0.7 ranges from 0.8 to 0.9, which means that the five variables meet the requirements and are reliable to become the variable measuring the model. In addition, the reliability test can be seen from the Composite Reliability value.

Table 2. Composite reliability

Variable	Composite Reliability	Info
Transformational Leadership (KT)	0.953	Reliable
Organizational Culture (BO)	0.938	Reliable
Achievement Motivation (MB)	0.886	Reliable
Affective Commitment (AC)	0.902	Reliable
Performance (K)	0.947	Reliable

Source: Primary data processed, (2021).

From the table above, it can be seen that the composite reliability value of the Transformational Leadership (KT) variable is 0.953, the Organizational Culture Variable (BO) is 0.938, the Achievement Motivation variable (MB) is 0.886, the Affective Commitment variable (KA) is 0.902 and the Performance variable is 0.947. The results of the composite output reliability of all variables have a value above 0.7. Thus it can be stated that all variables have a good or reliable level of reliability.

Tabel 3. R-square

Variable	R-Square
Performance	0.832

Source: Primary data processed, (2021).

From the table above, it can be seen that the structural model places performance (K) as an endogenous variable, amounting to 0.832 or 83.2% and the remaining 16.8% is influenced by other factors outside the model. Thus, Q2 predictive relevance for the structural model can be calculated as follows:

$$Q2 = 1 - (1 - R21)$$

$$Q2 = 1 - (1 - 0.832)$$

$$Q2 = 1 - (0.168)$$

$$Q2 = 0.832$$

The calculation result of predictive relevance is 0.832 or 83.2%. the quantity of Q2 has a value range of  $0 < Q2 < 1$ , so the closer to 1 means that the model is getting better. Thus this research model can be used for hypothesis testing.

### Hypothesis test

#### The direct influence hypothesis

Table 4. Testing the direct effect hypothesis

Variable	Original Sample	T-Statistics	P Values	Info
Transformational Leadership >Performance	0.109	1.037	0.300	Not Significant
Organizational Culture >Performance	0.214	2.004	0.046	Significant
Affective Commitment >Performance	0.273	2.444	0.015	Significant

Source: Primary data processed, (2021).

From the results of testing the direct effect on the table above can be explained as follows:

The Influence of Transformational Leadership on Performance. The results of the analysis in the table show the influence of the Transformational Leadership (KT) variable on performance (K) through a positive path coefficient value of 0.109 and a t-statistic of 1.037 and a p-value of 0.300. The measurement results show that the t-statistic <t-table 1.96 and p-value> 0.05. From the results of these data, it can be interpreted that the independent latent variable (Transformational Leadership) does not succeed in proving the relationship with the dependent latent variable (performance), or in other words transformational leadership does not have a significant effect on the performance of PT Kalimantan Agro Nusantara with a positive relationship direction.

The Influence of Organizational Culture on Performance. The results of the analysis in the table show the influence of the Organizational Culture (BO) variable on performance (K) through a positive path coefficient value of 0.214 and a t-count of 2.004 and a p-value of 0.046. The measurement results show that the t-statistic > t-table is 1.96 and the p-value <0.05. From the results of these data it can be interpreted that the independent latent variable (organizational culture) has succeeded in proving a relationship with the dependent latent variable (performance), or in other words, organizational culture has a significant influence on the performance of employees of PT Kalimantan Agro Nusantara with a positive relationship direction.

The Effect of Achievement Motivation on Performance. The results of the analysis in the table show the influence of the Achievement Motivation variable (MB) on performance (K) through the path coefficient value of 0.273 positive and t-count of 2.444 and p-value of 0.015. The measurement results show that the t-statistic > t-table is 1.96 and the p-value <0.05. From the results of these data it can be interpreted that the

independent latent variable (achievement motivation) has succeeded in proving a relationship with the dependent latent variable (performance), or in other words achievement motivation has a significant effect on the performance of employees of PT Kalimantan Agro Nusantara with a positive relationship direction.

#### The indirect effect hypothesis (Moderation)

Table 5. Testing the indirect effect hypothesis

Variable			Original Sample	T-Statistics	P Values	Info
Eksogen	Moderasi	Endogen				
Transformational Leadership	Affective Commitment	Performance	-0.451	3.068	0.002	Significant
Organizational Culture	Affective Commitment	Performance	0.134	0.846	0.398	Not Significant
Achievement Motivation	Affective Commitment	Performance	0.303	2.075	0.038	Significant

Source: Primary data processed, (2021).

Based on the results of the indirect hypothesis in the table above, it can be explained as follows:

The results of the analysis in the table show that the effect of Transformational Leadership on Performance moderated by Affective Commitment can be seen from the path coefficient value of -0.451, and the t-statistical test results of 3.068 and p-value with a value of 0.002. The measurement results show that the t-statistic > t-table is 1.96 and the p-value < 0.05. From these results. It can be interpreted that the affective commitment variable is able to moderate the effect of the transformational leadership variable on the dependent latent variable (performance), or in other words the affective commitment variable has a significant effect on the relationship between transformational leadership variables and the performance of PT Kalimantan Agro Nusantara with a negative relationship direction.

The results of the analysis in the table show the influence of Organizational Culture on Performance moderated by Affective Commitment can be seen from the path coefficient value of 0.134, and the t-statistical test results of 0.846 and p-value with a value of 0.398. The measurement results show that the t-statistic < t-table 1.96 and p-value > 0.05. From these results. It can be interpreted that the affective commitment variable does not moderate the influence of the organizational culture variable on the dependent latent variable (performance), or in other words the affective commitment variable does not have a significant effect on the relationship between organizational culture variables and the performance of PT Kalimantan Agro Nusantara with a positive relationship direction.

The results of the analysis in the table show the effect of achievement motivation on performance moderated by affective commitment can be seen from the path coefficient value of 0.303 and the t-statistical test results of 2.075 and p-value of 0.038. The measurement results show that the t-statistic > t-table is 1.96 and the p-value < 0.05. From these results. It can be interpreted that the affective commitment variable is able to moderate the influence of the achievement motivation variable on the dependent latent variable (performance), or in other words the affective commitment variable has a significant effect on the relationship between the achievement motivation variable and the performance of PT Kalimantan Agro Nusantara with a positive relationship direction.

## V. CONCLUSION

Transformational leadership is proven to have a positive but insignificant influence on performance, meaning that transformational leadership has not been able to have a strong effect or impact on the performance of employees of PT Kalimantan Agro Nusantara.

Organizational culture is proven to have a positive and significant influence on the performance of PT Kalimantan Agro Nusantara employees, which means that the better the organizational culture, the better the performance of PT Kalimantan Agro Nusantara employees.

Achievement Motivation is proven to have a positive and significant influence on the performance of employees of PT Kalimantan Agro Nusantara, meaning that the better the motivation for achievement, it will have implications for the better performance of employees of PT Kalimantan Agro Nusantara.

Affective commitment negatively moderates the relationship between transformational leadership and the performance of PT Kalimantan Agro Nusantara. This negative coefficient value indicates that the higher the affective commitment of PT Kalimantan Agro Nusantara employees, the lower the effect of transformational commitment and performance.

Affective commitment does not moderate the relationship between organizational culture and performance on the performance of PT Kalimantan Agro Nusantara. In other words, the application of affective commitment to employees at PT Kalimantan Agro Nusantara has not been able to increase the influence of the relationship between organizational culture and performance. This proves that an increase in employee performance as an effect of high organizational culture is not reinforced by affective commitment.

Affective Commitment moderates the relationship between achievement motivation and the performance of PT Kalimantan Agro Nusantara. The application of affective commitment to employees at PT Kalimantan Agro Nusantara is able to increase the influence of the relationship between achievement motivation and performance. This proves that the higher the affective commitment, the better the relationship between achievement motivation and performance.

#### REFERENCES

- [1] Allen, Natalie J., and John P. Meyer. 1996. "Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity." *Journal of Vocational Behavior* 49(3):252–76.
- [2] Baskoro, Yanuariadi Kusuma, Yudi Yudi, and Irwansyah Irwansyah. 2015. "Pengaruh Gaya Kepemimpinan Transformasional Dan Motivasi Kerja Terhadap Kinerja Karyawan." *Jurnal Bisnis Dan Pembangunan* 3(1).
- [3] Dewi, Shara Kaprisa, Rodhiyah Rodhiyah, and Hari Susanta Nugraha. 2016. "Analisis Pengaruh Budaya Organisasi Dan Etika Kerja Terhadap Kinerja Karyawan Perusahaan Pada PT Sai Indonesia Cabang Semarang." *Jurnal Ilmu Administrasi Bisnis* 5(1):227–36.
- [4] Dharma, Agus, Paul HERSEY, and Kenneth H. BLANCHARD. 1995. "Manajemen Perilaku Organisasi: Pendayagunaan Sumber Daya Manusia."
- [5] Ginevičius, Romualdas, and Vida Vaitkūnaite. 2006. "Analysis of Organizational Culture Dimensions Impacting Performance." *Journal of Business Economics and Management* 7(4):201–11.
- [6] Hughes, Richard L., Robert C. Ginnett, and Gordon J. Curphy. 2012. "Leadership, Enhancing the Lessons of Experience, Alih Bahasa: Putri Izzati." Jakarta: Salemba Humanika.
- [7] Khalig, I. 2015. "Marnis. 'Pengaruh Budaya Organisasi, Disiplin Kerja Dan Kepemimpinan Terhadap Kinerja Pegawai Pada Sekretariat Daerah Kabupaten Indragiri Hulu.'" *Jurnal Tepak Manajemen Bisnis* 7(1):1–17.
- [8] Listyanti, Kadek Nia, and A. A. Sagung Kartika Dewi. 2019. "Pengaruh Motivasi Berprestasi Serta Pendidikan Dan Pelatihan Terhadap Prestasi Kerja." *E-Jurnal Manajemen* 8(8):5285–5303.
- [9] Luthans, Fred. 2011. "Organizational Behavior: An Evidence-Based Approach." McGraw-Hill/Irwin.
- [10] Panggabean, Mutiara Sibarani, Soeharjoto Soekapdjo, and Debbie Aryani Tribudhi. 2020. "Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Di Era Millennial." *Akuntabel* 17(1):133–39.
- [11] Suharto, Suharto, and Jawoto Nusantoro. 2018. "The Relationship among Managerial Capability, Organizational Citizenship Behavior, and Employee Performance: Mediation Effects of Organizational Culture." *JCRS (Journal of Community Research and Service)* 2(1):168–75.