Factors affecting affective commitment

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Abstract: Private companies carry out public services, and Government apartments are obliged to provide public services to the community. In providing public services, it is based on the affective commitment of an employee at work. The purpose of this study is to determine sustainable strategies for the affective commitment of Government employees so that it can be seen from the attitude of employees in carrying out public services. The method used is quantitative descriptive with a proportional-clustered-random-sampling technique. Data was collected using a questionnaire survey of 200 respondents. Furthermore, the data was analyzed using Structural Equation Modelling (SEM) analysis. The study results show that there is still a need for the right strategy to increase affective commitment through transformational leadership, employee commitment and organizational culture. This is evidenced by the research results showing a strong influence and relationship between Transformational Leadership, Employee Competence, and Organizational Culture on Affective Commitment. This means that for the affective commitment in the Education Office, efforts must be made to improve the transformational leadership it has continuously, the employee competency process, and the organizational culture as part of efforts to build and increase affective commitment. So that the quality of employees will be achieved to provide better public services to the education office in the Ciayumajakuning area.

Keywords: Affective commitment, Employee competence, Organizational culture, Transformational leadership.

1. Introduction

Quality human resources must be able to carry out their duties according to the tasks charged in providing public services. Private companies carry out public services, and Government apartments are obliged to provide public services to the community. The performance of employees who provide public services is based on the employee's commitment to the place where he works. (1). Employees' responsibility in the work environment will reflect their affection for the organization and their work. The reflection of affection is the desire to stay and be loyal to the organization.

Affective commitment is essential for employees in organizations, including employees who work in Government agencies. The affective commitment of Government employees is needed to realize Government goals, as seen from the attitude and loyalty of employees in Government organizations or Government agencies where they work. (2)In addition, affective commitment is also shown through a person's personal feelings, beliefs, and actions to determine his identity as part of a government organization, be involved in a series of activities, and obey organizational rules to achieve organizational goals.

Good leadership is essential for the effective commitment of government employees to work. In this context, leadership that can inspire subordinates is also an important factor affecting employees' affective commitment (3). This inspiring leadership is also needed to create organizational transformation or change toward better working conditions. In other words, transformational leadership, or the ability to encourage organizational change, is closely related to employee commitment and is urgently needed to improve employee performance.

Transformational leadership is a real effort by the leader to organize an organization, direct and influence all employees in determining the goals that the organization wants to achieve, the leader's action to change the followers from something fundamental, and the central leader to change expectations into a success from followers and bind important traits and develop an organizational culture to achieve the goals of the organization. (4).

Organizational culture is also a factor that can affect organizational commitments and impact employee performance. Organizational culture is a differentiator or characteristic that can distinguish it from other organizations. (5). Organizational culture is essential traits or things, assumptions, basic assumptions, attitudes, and rules or provisions that bind the group as guidelines, orders, and controllers of appropriate and standardized Behavior, then manifested in appearance, attitudes, and actions so that they become the identity of a particular organization (6). A strong organizational culture that comforts employees is expected to increase commitment, impacting public employees' performance.

The problem with this research is that employees within the Ciayumajakuning Education Office need a more substantial, practical commitment so that employee performance can be more optimal in providing services to the community. In this case, it can be seen from the many complaints of the public in getting public services from the education and culture office, especially in the regions. Based on the observations or observations of researchers in the field regarding time discipline, many employees still need to respond to procedures and adhere to the set working time. Many employees continue to carry out these forms of violations in the context of service and work time. In addition, in public services, people who come to get services often have to be hampered by slow bureaucratic performance, the absence of staff during service hours, and others.

Efforts to achieve organizational goals effectively and efficiently, in addition to relying on workers' or employees' performance and affective commitment, also require good leadership. In this context, leadership that can inspire subordinates is also an essential factor affecting employees' affective commitment. This inspiring leadership is also needed to create organizational transformation or change toward better working conditions. In other words, transformational leadership, or the ability to encourage change in the organization, is closely related to employee commitment and is needed to improve the performance of employees and the organization itself.

Previous research shows a significant influence of transformational leadership on affective commitment. The same results can also be seen in the study, which shows that organizational culture and transformational leadership significantly influence organizational commitment. The factor of organizational commitment owned by employees is not only caused by organizational culture but also influenced by the Competence of their employees.

The novelty of this study is the analysis technique used. In previous studies, affective leadership was more applied to non-governmental individualization, but in this study, it was applied to government organizations. This is because government organizations have human resources with different characteristics from human resources in non-governmental organizations.

2. Literature Review and Hypotheses Development
The following discusses relevant past examinations that form the hypotheses to be tested in this research.

2.1. Transformational Leadership
Transformational leadership is the action of the leader to change the followers from something fundamental (7). The leader can change expectations into followers' success and essential traits and develop an organizational culture to achieve the goals that have been set. By encouraging employees to change their nature, they are encouraging and enthusiastic, which arouses powerful feelings and desires from the lowest level to the highest level of need so that the followers become successful and achieve the expected results.

In the context of this research, a leader plays a role to be active in the organization he leads, can direct ongoing activities, can create good cooperation between group members so that all group members can be involved in all lines of organization and are willing to listen and appreciate the input

and criticism of group members with a positive view (8). With the role of the leader, it is hoped that the organization's goals can be achieved. Referring to the concept conveyed in measuring transformational leadership using *idealized influence, inspirational Motivation, Intellectual Simulation, and individualized consideration (9)*. Therefore, based on previous findings from the relevant literature, the hypothesis is formulated as follows:

H₁: There is a significant influence between transformational leadership and affective commitment

2.2. Employee Competencies

Employee competence is a person's insight and ability regarding knowledge, skills, implementation abilities, and other characteristics needed to make a person's performance work effectively (1).   In addition, Competence is the primary determinant of organizational success. Based on Competence, performance or service quality will be produced, work performance will be made from performance or service quality, and effectiveness and efficiency will occur. Employee competencies are needed to succeed in a job, which can be measured using agreed standards and improved through training and development.

Employee Competence is described by each employee's physical and non-physical potential to carry out a mandate or hold a particular position (10). They measure employee competencies through knowledge, *skills*, and *attitude*. These three things are essential constructs of a person's Competence in the workplace that reflect their understanding, mastery, and Behavior according to their knowledge and expertise (10). Therefore, based on previous findings from the relevant literature, the hypothesis is formulated as follows:

H₂: There is a significant influence between employee competence and affective commitment

2.3. Organizational Culture

Organizational culture is values, assumptions, attitudes, and behavioral norms that have been institutionalized and then manifested in appearance, attitudes, and actions so that they become an identity within a particular organization (5). It is one of the intangible resources (operant resources) and assets related to organizational effectiveness. When an organization is large, it generally has more than one unique culture.

Organizational culture reflects the three essential elements of an organization, namely collaboration, learning and development, and top management support. The archetype of assumptions, values, and shared values of beliefs that are considered the right way of thinking about and acting on the problems and opportunities facing the organization(1). Organizational culture is essential traits or things, assumptions, basic assumptions, attitudes, and rules or provisions that bind the group as guidelines, orders, and appropriate behavioral controllers that are institutionalized, then manifested in appearance, attitudes, and actions so that they become specific identities and organizations. Organizational culture is also a direct response from known individuals who are the guidelines for organizational members and are carried out for the collective performance of the organization (11,12). Explained that there are seven indicators to measure organizational culture: *Innovation and Risk Taking, Attention to Detail, Outcome Orientation, People Orientation, Team Orientation, Aggressiveness*, and *Stability*. Therefore, based on the description above, the hypothesis is formulated as follows:

H₃: There is a significant influence between organizational culture and affective commitment

2.4. Affective Leadership

Affective commitment is an individual's emotional relationship, identification with the organization, and involvement in organizational activities (13). Members with a strong affective commitment to the organization highly intend to stay with it because they want to. Ongoing commitment is based on an individual's feelings about the need to continue to be a member of the organization because of benefits such as compensation. (14). Affective commitment is vital in improving employee performance and innovative Behavior and reducing employee absenteeism and turnover. Every organization needs

employees who consider their organization's duties as a personal responsibility to achieve an organizational goal.

Achieving organizational goals is a function of the positive attitude of the workforce. Therefore, organizations must focus on employees who seek to recognize, classify, and internalize organizational practices to achieve organizational performance and engage in unique ideas, concepts, beliefs, and designs. (15). The extent to which an organization member is bonded has a sense of unity with his organization and is actively involved in solving the organization's problems. Efforts to achieve organizational goals effectively and efficiently, where employees need leadership factors that can inspire subordinates by carrying out duties competently with employees with a positive organizational culture, will be one of the critical factors that can affect employees' affective commitment. For this reason, in measuring affective commitment through indicators: logical factors, environmental factors, expectation factors, and emotional bond factors (4). Therefore, based on the above relationship, the hypothesis is formulated as follows:

H_4: There is a significant influence between transformational leadership, employee competence, and organizational culture on affective commitment

3. Research Methodology
3.1. Population and Sample
This study's population consists of 919 employees of the Education Office in the Ciayamajakuning area. The method used is proportional–clustered random sampling. Furthermore, the respondent sample is selected using the Slovin formula. Based on the calculations, the minimum sample size used was 280 respondents.

3.2. Data Analysis Method
The data was analyzed for the instrument (validity and reliability test) and normality test. The method used is quantitative associative, using descriptive and verifiable analysis. Descriptive analysis used descriptive statistics, while the verifier used Structural Equation Modeling (SEM).

3.3. Variable Measurement
The variables were measured using a research questionnaire. The instrument narrative questionnaire was designed using a Likert Scale assessment. Furthermore, respondents' answers were divided into five scores, namely Strongly Disagree (1), Disagree (2), Moderately Agree (3), Agree (4), and Strongly Agree (5). The following dimensions and indicators are used to measure the variables:

3.4. Transformational Leadership
Measurement of transformational leadership through several main dimensions Was developed into several measurement indicators: *Idealized influence), inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.*

3.5. Employee Competencies
The masurement of employee competencies dimensions and indicators developed by the research context includes *knowledge, skills,* and *attitude.*
3.6. Culture of Organization
According to the dimensions of organizational culture measurementClick or tap here to enter text. Explain that there are seven indicators to measure organizational culture: *Innovation and Risk Taking, Attention to Detail, Outcome Orientation, People Orientation, Team Orientation, Aggressiveness, and Stability.*

3.7. Affective Commitment
Measure affective commitment according to Explain the indicators: logical factors, environmental factors, expectation factors, and emotional bonding factors.

4. Results and Discussion

4.1. Deskriptive Responden

This study's respondents were employees at the Education and Culture Office in the Ciayumajakuning area. There were 280 respondents in total: 165 male respondents and 115 female respondents. Most respondents came from the age range of 31-40 (113 people) and 20-30 (108 people), with the last level of education of Strata 1 or Bachelor.

4.2. Test for Validity, Reliability, and Normality

The results of the test of the research instrument on the three research variables were declared valid with a critical r-value greater than 0.3. Meanwhile, the results of the reliability test showed that transformational leadership had a score of 0.902, employee competence had a score of 0.886, organizational culture had a score of 0.872, and affective commitment had a score of 0.922, meaning that all variables used in the study were declared reliable because they had *Cronbach's Alpha* scores> 0.7 so that it can be used as research data for further processing and analysis stages. The results of the normality test using the Asymp value parameter. Sig shows that the transformational leadership variable has a significance value of 0.92, The Employee Competency variable is 0.120, the Organizational Culture variable has a significance value of 0.89, and the affective commitment variable has a significance value of 0.73 greater than 0.05 so that all research variables can be declared to be distributed normally.

5. Discussion

To determine the relationship between variables in this study based on the output of the results of research data processing using SEM (*Structural Equation Modelling*) with the help of LISREL 8.80 software, the relationship can be illustrated in the following relationship figure:
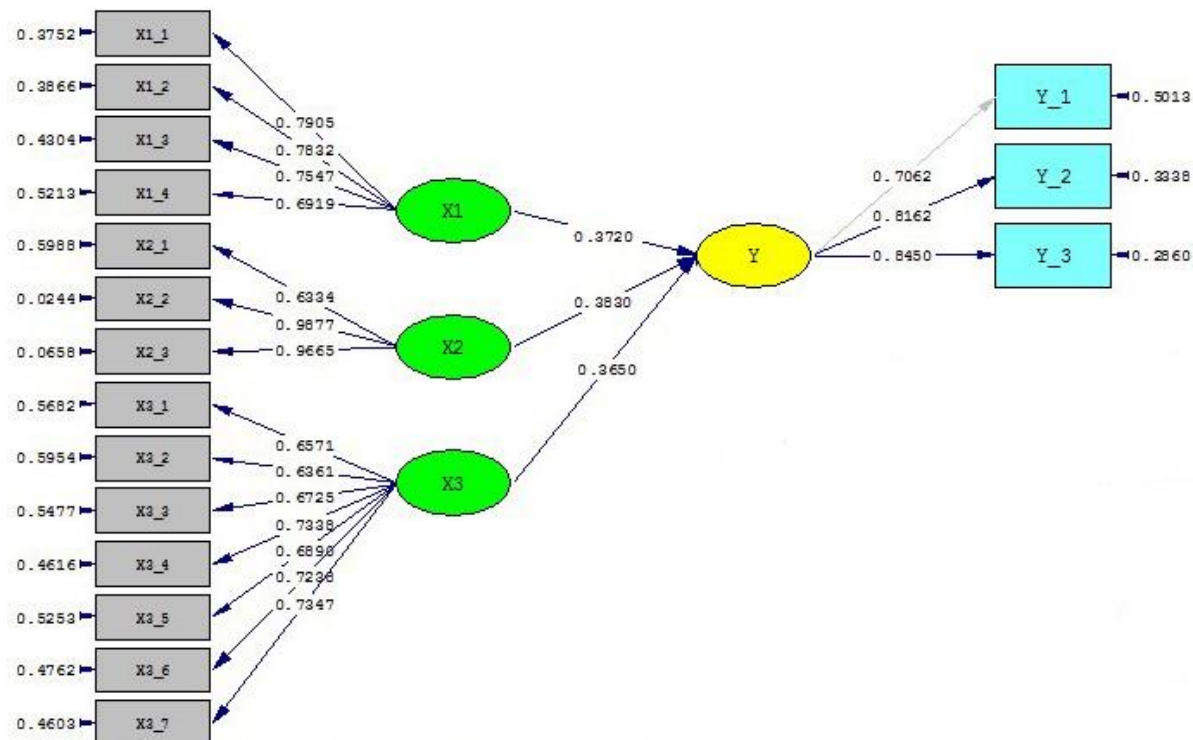

Figure 1.
Coefficients of transformational leadership paths, employee competencies, and organizational culture towards affective commitment.

The results of the calculation obtained are shown in Figure 1, which shows that the variable of Affective Commitment is influenced by Transformational Leadership, Employee Competence, and Organizational Culture, both partially and simultaneously. Based on the correlation values and path coefficients obtained from the results of calculations with the LISREL 8.72 program, it can be known that the direct and indirect influence of Transformational Leadership, Employee Competence, and Organizational Culture on Affective Commitment is as follows:

Table 1.
Transformational leadership, employee competence, and organizational culture on affective commitment.

Variable	Path coefficient	Direct influence	Influence through			Total
			Transformational leadership	Employee competencies	Organizational culture	
Transformational leadership	0.3720	13.84%		5.47%	5.73%	25.04%
Employee competencies	0.3830	14.67%	5.47%		5.05%	25.19%
Organizational culture	0.3650	13.32%	5.73%	5.05%		24.10%
Total		41.83%	11.20%	10.52%	10.78%	74.32%

Based on table 1. Direct and indirect influences influence affective commitment. The direct influence of the Transformational Leadership variable was 13.84%, while the indirect influence through Employee Competence and Organizational Culture was 5.47% and 5.73%, respectively. The direct influence of the Employee Competency variable on Affective Commitment was 14.67%, while the indirect influence through Transformational Leadership and Organizational Culture was 5.47% and 5.05%, respectively. The direct influence of the Organizational Culture variable on Affective Commitment was 13.32%, while the indirect influence through Transformational Leadership and Employee Competency was 5.73% and 5.05%, respectively.

Based on the calculation results, the total partial most significant influence is the Employee Competency variable, with a total impact on Affective Commitment of 14.67%. So that conclusions can be drawn to increase Affective Commitment, they must be supported by good employee competence. In other words, a competent employee is ultimately an employee with exemplary affective commitment. However, the influence of different variables on Affective Commitment studied in this study is also quite significant, namely Transformational Leadership and Organizational Culture, with a total partial influence of 13.84% and 13.32%, respectively.

The research hypothesis of the relationship between transformational leadership, employee competence, and organizational culture on affective commitment obtained the following results:

$$F = \frac{(280 - 3 - 1)0,7142}{3(1 - 0,7263)} = 229,9034$$

Based on the calculation, the value of F calculate was obtained as 229.9034, where F calculate was greater than F table 2.9957, then H0 was rejected or Ha was accepted. This means that it can be concluded that there is a joint influence between Transformational Leadership, Employee Competence, and Organizational Culture on Affective Commitment.

The results of the partial hypothesis testing for each exogenous variable of transformational leadership, employee competence, and organizational culture on affective commitment were obtained a t_{count} value for H1 of 3.3201, a t-count value for H2 of 4.0124, a t-count value of H3 = 3.2087. At the same time, stable = 1.9661, then it can be concluded that partially from the results of the calculation of each independent variable, the dependent variable has a count value more significant than the value of the table or in other words, H0 is rejected, or Ha is accepted, which means that each independent variable affects the dependent variable.

Based on the study's results, the education office must continuously improve its transformational leadership. The Competence of employees working in their agencies, as well as the existing organizational culture, as an effort to build and increase the affective commitment of these employees(1). These results also show that operationally, the Education Office needs to make integrated improvements to coordinate work in the field. This shows the influence and strong relationship between Transformational Leadership, Employee Competence, and Organizational Culture on Affective Commitment. The results of this study also validate some of the previous research results related to the influence of Transformational Leadership, Employee Competence, and Cultural Commitment on Affective Commitment, although in a different research context from this study. This means that to increase the influence on Affective Commitment, the Education Office needs to pay special attention to the efforts required to build the transformative character of the leadership within the Education Office. Efforts to improve the Competence of employees or subordinates, not only for technical and procedural purposes related to work achievement and effectiveness however, but this effort to enhance employee competency also supports the organization's desire or effort to increase the commitment of its members or employees. The results of this study support the previous theory that Employee Competence significantly influences Affective Commitment (17). Therefore, this Employee Competency has an impact on Affective Commitment.

Organizational Culture towards Affective Commitment is the variable with the most negligible influence value compared to the other two variables in this study, so to increase the affective commitment of employees within the education office, more emphasis is placed on personal and relational factors, not on the values that are the basis for culture in the organization (11). The work culture and organization that has developed have yet to support the formation of the commitment of employees to work earnestly for the benefit of the institution as a whole. A culture in an organization represents the values that are believed and applied by the members concerned. Therefore, everything contained in an organization will not be separated from the influence of the culture that develops in it, including the issue of personal commitment to work or organization. This study's results are similar to those of previous research, which states that organizational culture is an essential factor in building employee affective commitment (18). Values that develop in an organization that focuses on quality public services, tenacity and seriousness in work, obedience to leaders, and a sense of belonging to agencies and others can easily make employees more committed to the organization or institution where they work.

6. Conclusion

Referring to these results, the education office must be able to improve the transformative character of the leadership and the leadership pattern it runs, must be able to provide real examples and examples related to respect for colleagues in the office environment, politeness, and friendliness in serving the community, and seriousness in carrying out duties. Building a more communicative relationship between leaders and subordinates, being willing to listen to input from subordinates, being more concerned about details that occur in the agency environment as a whole, and being able to encourage and motivate subordinates to be open to change and not merely maintain habits that are not by the values of the times and current educational conditions. In addition, for employee competence, it is necessary to provide a vast space for employees to innovate in solving the problems they face, as well as increase the independence of their employees in carrying out their duties and work so that they do not always depend on directions and instructions from the leadership.

The organizational culture in the environment of the education office needs to be improved, and changes in values related to this organizational culture are required by the education office to eliminate or at least erode the bureaucratic character that makes public services slow, convoluted, and unable to satisfy the needs of the community. Efforts to increase the affective commitment of employees are closely related and must be integrated with efforts to improve other factors within the education office; it is necessary to continuously improve the transformational leadership that it has, the employee competency process, and the organizational culture that it provides to the community simultaneously as part of efforts to build and increase affective commitment. Operationally, the education office must

continue to make improvements and improve quality to increase the practical commitment of education office employees in the Ciayumajakuning area.

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