

## Affective Commitment as a Mediator of the Influence of Work Culture and Training on Employee Performance

Yhoni Restian<sup>1</sup>, Eko Budi Satoto<sup>2</sup>, Abadi Sanosra<sup>3</sup>, Nurul Qomariah<sup>4</sup>

<sup>1,2,3,4</sup>Universitas Muhammadiyah Jember, Indonesia

restianyhoni@gmail.com, nurulqomariah@unuhjember.a.id

### Abstract

*The purpose of this study was to determine the impact of work culture, training on affective commitment and employee performance at the Population and Civil Registration Office of Jember Regency. This study used a census method sample, with respondents from 103 employees. Using a questionnaire to collect data and quantitative techniques such as instrument testing, and hypothesis testing to analyze data. The amount of p-value is obtained from the output on WarpPLS 07, then the direct and indirect effects of the relationship between the variables can be known. The results of the study indicate that work culture has a positive and significant effect on affective commitment. Training has a positive impact on affective commitment. Work culture affects employee performance. Training carried out by the organization has an impact on employee performance. Finally, affective commitment has an impact on employee performance.*

work culture; training;  
affective commitment;  
employee performance



### I. Introduction

It is true that human resources are one of the resources that most influence the success or failure of a company and organization. The quality and quantity of employee work are very important factors in improving the performance, results, and level of progress of the company. Good performance from employees is what is expected by an organization to achieve goals, progress, and sustainable desires, and to maintain a good reputation (Azhad et al., 2015). Increasing competition makes every organization able to compete in achieving existing opportunities. This can be seen from how organizations optimize their resources to be played optimally. An important resource that needs to be optimized is employee performance. With employee performance that can achieve optimal performance, all problems in the organization can be solved. Measuring the level of success of a job is known as performance. Performance is very important for an organization because it shows how effective the company is and how well a manager manages the organization and its human resources. No organization can achieve its goals completely unless all of its employees achieve their best level of performance. Everyone in the community must try their best to achieve organizational goals. On the other hand, if employee performance is poor, it will be difficult for the business to achieve its goals (Tilaar et al., 2017). Employee performance has a significant impact on the company's overall results (Malahayati et al., 2018). Performance is highly dependent on several factors, such as the work culture in the organization, training provided by the company and the affective commitment of all employees to the sustainability of the organization.

The work culture owned by a company will usually have a positive impact on the success of the company in the future. A company may have a strong and ingrained work culture that shows good management, control, and progress (Fatimah & Frinaldi, 2020).

The definition of work culture is a philosophy based on a view of life such as habits that turn into traits and drivers to become cultured in group life such as society and organizations will be reflected through beliefs, ideals and behavior so that work or work is realized (Wirawan, 2007). A good work culture can help make the workplace enjoyable, especially in terms of employee comfort and order (Sembiring & Winarto, 2020). It is highly expected that every employee who works for an organization has a deep understanding of work culture, which will help them develop through patterns and guidelines that have been mutually agreed upon (Tamimi et al., 2022). as previously stated by Qomaruddin (2019), that work culture is inherent in the organization. Work culture is an important part of an organization because without a clear work culture, an organization cannot run successfully (Layaman & Jumalia, 2018). For organizations, workplace culture is an important aspect to consider because it is related to interactions between employees. It also contributes significantly to the performance and success of the organization. Research by (Rizqina et al., 2020) at the Sabang Free Trade Zone and Free Port Authority (BPKS) stated that work culture has an impact on employee performance. A good culture that has become a habit in the company will have an impact on employee performance (Desky, 2014; Fatimah & Frinaldi, 2020; Jamaludin & Subiyanto, 2022; Layaman & Jumalia, 2018; Moron & Rangga, 2023; Sembiring & Winarto, 2020; Yuliani & Saputra, 2020), (Siregar et al., 2020). On the other hand, there is an insignificant influence between work culture and performance (Radyasasmita & Suryaningsih, 2022).

In addition to culture, training to improve employee skills and knowledge needs to be carried out. With training, it is expected that employee performance will increase significantly and programs can be implemented properly. This is due to the fact that training allows employees to be empowered and developed so that they have the abilities, expertise, and skills that are in accordance with expectations. Employee training is the process of providing certain knowledge, skills, and attitudes to employees so that they are more qualified and able to do their jobs according to standards (Mangkunegara, 2018). Research (Siregar et al., 2020) conducted at the Ministry of Communication and Information stated that training variables have a positive effect on employee motivation and performance. Training has been shown to have a positive impact on employee performance if carried out seriously (Gala et al., 2017; Kahpi et al., 2017; Mustikawati & Qomariah, 2020; Slameto et al., 2017; Sulistyono et al., 2016; Sumiaty, 2020; Trijanuar, 2016; Wiguna, 2015).

Employee commitment is also needed by organizations to improve performance, both individual performance and group performance. According to (Luthans, 2014), affective commitment is an emotional bond, identification and involvement in an organization. Individuals stay in an organization because of their own desires. Individual attachment to the organization is important so that this organization can survive and improve performance. Strong commitment from employees is needed. Strong affective commitment from employees will also increase employee performance (Arinaldi et al., 2017; Đorđević et al., 2020; Ireffin & Mechanic, 2022; Mahfouz et al., 2021; Mastur, 2021; Nainggolan et al., 2020; Parinding, 2017; Sembiring & Winarto, 2020; Uniati, 2014). Meanwhile, according to (Hermawan, 2012), commitment has no impact on performance.

Companies must also maintain how employee commitment can be increased. Commitment can be defined as a strong desire to remain a member of an organization or part of an organization; willingness to make maximum efforts for the interests of the organization; belief and acceptance of the values and goals of the organization (Luthans, 2014). Thus, there are factors that influence commitment. Work culture and training factors can also increase employee commitment. Training that can provide skills and

knowledge to employees will strengthen employees to remain in the organization that has grown. Research (Adisaksana, 2019; Fau et al., 2021; Geraldin et al., 2020; Putra et al., 2020; Reza & Yani, 2021; Sutanto et al., 2020). A good work culture can also make employees stay and be happy to be part of the company. It has been proven that a work culture in an organization that has been implemented well will increase employee commitment (Mahanani et al., 2010; Saragih & Suhendro, 2020), (Zebua, 2022), (Arifin, 2012).

The phenomenon that occurred in the performance of employees of the Population and Civil Registration Service of Jember Regency which occurred from 2021 to 2023 from the results of observations there was a decline in the percentage of employee performance achievement. each year refers to employee performance targets (SKP). This is because many employees whose work productivity from each assignment has decreased, this can be seen from the average value of the overall quality of work given. Based on the results of previous studies related to work culture, training and commitment associated with performance, it turns out that there are still inconsistent results.

Furthermore, this type of sampling if conducted in a culture which is not familiar with research in general and does not appreciate the inquisitiveness of the researcher, the response rate may be disappointing. Therefore, as previously mentioned, of the subjects depends very much on the way they perceive the researcher and the sensitivity of his topic. (Gadour, A, Amniana,S, 2014).

## **II. Review of Literature**

### **2.1 Performance**

The result of a person's efforts in completing a given task, which is based on skills, experience, dedication, and time invested (Hasibuan, 2019). Employee performance is defined as the actual results of employees compared to the results expected from employees (Dessler, 2016). Performance is defined as the achievement of results from performing a particular task. Ability and motivation determine performance (Azhad et al., 2015). A person must have an adequate level of readiness and ability to complete a task or job. Without a clear understanding of what to do, individual abilities and skills alone are not enough to complete the task (Qomariah, 2020).

### **2.2 Affective commitment**

In organizations, affective commitment, normative commitment, and continuance commitment are three interrelated components. According to (Luthans, 2014) the elements of commitment are as follows:

1. Affective commitment refers to employees' emotional attachment to the organization, employee identification, and their involvement in the company. Employees with high affective commitment have strong intrinsic motivation, so they will continue to work for the company.
2. Normative commitment, also known as Normative Commitment, reflects a sense of responsibility that drives them to continue working. Employees with high normative commitment internalize the principles of the organization and feel that they have a moral obligation to continue working for the company.
3. Continuance commitment, also known as Continuance Commitment, means learning more about the negative consequences of leaving a company. Because they have the responsibility to complete the tasks given by the company, employees who have an

employment relationship with the company are always committed to continuing to work.

### **2.3 Training**

Training is defined as an educational method that involves teaching employees specific skills and expertise (Hasibuan, 2018). Training is intended to provide knowledge and skills to trainees in a way that allows them to receive and apply that knowledge in the workplace (Julianry et al., 2017).

### **2.4 Work culture**

According to (Dessler, 2020), work culture refers to the basic assumptions made, discovered, or developed by a particular group as they adapt to internal integration obstacles and problems that have proven effective and useful. Therefore, assumptions are taught to new members as the correct way to understand, think, and feel about problems. In addition, (Robbins & Judge, 2011), states that the understanding of work culture refers to a collection of basic assumptions and beliefs held by members of an organization. These assumptions are then developed and disseminated to address internal integration problems and external adaptation. Work culture serves as the basis for solving internal and external problems. This tradition is applied by the group regularly and taught to new members to provide the right understanding, thoughts, and feelings about the problem.

## **III. Research Method**

The object of this study is the employees of the Population and Civil Registration Service of Jember Regency. The type of research used in this study is quantitative research. This method is used to analyze data by describing or depicting data that has been collected in current conditions. Quantitative research is using calculations based on quantitative data and statistics responding to a series of questions to calculate their responses (Sugiyono, 2019). The population of 103 employees, the study used a questionnaire to collect data and quantitative techniques such as instrument testing, traditional assumption testing, simple linear regression analysis, and hypothesis testing to analyze data. This data test was carried out using the WarpPLS 07 program.

## **IV. Result and Discussion**

### **4.1 Validity and Reliability Test Results**

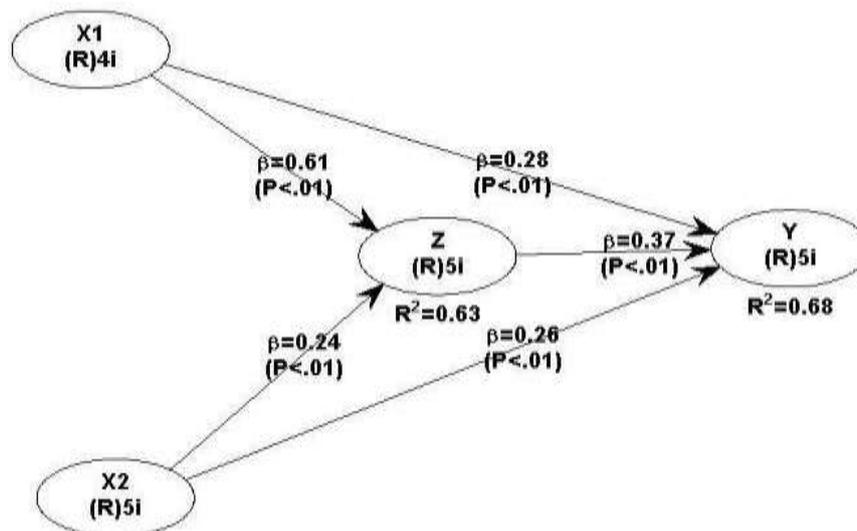
Based on the calculation, it shows that all statement items are valid based on the results of the data processing test because there are  $r$  count items that meet the requirements, namely  $r \text{ count} > r \text{ table } 0.174$ . So, all statements can be used as instruments to collect data. Reliability is an index that shows the extent to which the results of a measurement can be trusted. This research model is considered feasible and statistically acceptable because the  $p$ -value is less than 0.05. The R-squared contribution ratio (RSCR) value = 1,000 indicates a statistically ideal regression value.

### **4.2 Direct Effect Test Results**

The results of the direct effect test are presented in Table 1 and Figure 1, below.

**Table 1. Results of Direct Influence Test**

Relationship Between Variables	Path Coefficients	P-Values	Results
X1 (Work Culture) → Z (Affective Commitment)	0.61	< 0,01	Significant
X2 (Training) → Z (Affective Commitment)	0.24	< 0,01	Significant
X1 (Work Culture) → Y (Employee Performance)	0.28	< 0,01	Significant
X2 (Training) → Y (Employee Performance)	0.26	< 0,01	Significant
Z (Affective Commitment) → Y (Employee Performance)	0.37	< 0,01	Significant



**Figure 1.** WarpPLS 7.0 Partial Least Square Testing Model

### 4.3 Discussion

#### a. The Influence of Work Culture on Affective Commitment

Based on the first hypothesis, the Higher the Work Culture, the More Significantly Positive Influence on Affective Commitment. After testing and analyzing the data, the results obtained stated that Work Culture has a significant positive influence on the Affective Commitment of Employees, which was proven to be true or H1 was accepted. The findings of this study are in accordance with and support the results of research by (Arifin, 2012; Mahanani et al., 2010; Saragih & Suhendro, 2020; Zebua, 2022), they found that work culture is a type of culture that continues to develop which is based on rationality and is an important component of a group that seeks to create a good organizational environment. This results in a strong commitment from employees.

#### b. The Effect of Training on Affective Commitment

Based on the second hypothesis, the Higher the Training, the More Significantly Positive Influence on Affective Commitment. After testing and data analysis, the results

obtained stated that Training had a significant positive effect on the Affective Commitment of Employees, which was proven to be true or H2 was accepted. This is also supported by the results of the descriptive analysis which stated that in general respondents agreed or gave a positive response to the aspects of Training for Employees of the Population and Civil Registration Service of Jember Regency. The findings of this study are in accordance with and support the research results by (Adisaksana, 2019; Fau et al., 2021; Geraldin et al., 2020; Putra et al., 2020; Reza & Yani, 2021; Sutanto et al., 2020).

### **c. The Influence of Affective Commitment on Employee Performance.**

Based on the third hypothesis, the Higher the Affective Commitment, the More Significantly Positive Influence on Employee Performance. After testing and data analysis, the results obtained stated that Affective Commitment had a significant positive influence on the Performance, which was proven to be true or H3 was accepted. This is also supported by the results of the descriptive analysis which stated that in general respondents agreed or gave a positive response to the aspects of Affective Commitment of employees of the Population and Civil Registration Service of Jember Regency. The findings of this study are in accordance with and support the results of research by (Arinaldi et al., 2017; Ireffin & Mechanic, 2022; Nainggolan et al., 2020; Uniati, 2014), showing that affective commitment has a major influence on employee performance.

### **d. The Influence of Work Culture on Employee Performance.**

Based on the fourth hypothesis, the Higher the Work Culture, the More Significantly Positive Influence on Employee Performance. After testing and data analysis, the results obtained stated that Work Culture had a significant positive influence on Employee Performance, which was proven to be true or H4 was accepted. This is also supported by the results of the descriptive analysis which stated that in general respondents agreed or gave a positive response to aspects of the Work Culture of employees at the Population and Civil Registration Service of Jember Regency. The findings of this study are in accordance with and support the results of research by (Prasetyo et al., 2024), (Nursaid et al., 2023), (Diah et al., 2024), (Setyowati et al., 2023), (Qomariah et al., 2023), (Qomariah, 2012), work culture has a positive and significant impact on performance. While work culture sometimes cannot have an impact on employee performance (Atikah & Qomariah, 2020).

### **e. The Influence of Training on Employee Performance.**

Based on the fifth hypothesis, the Higher the Training, the More Significantly Positive Influence on Employee Performance. After testing and data analysis, the results obtained stated that Training did not have a significant positive effect on the Performance of Employees proven true or H5 was rejected. The findings of this study are in accordance with and support the results of research by (Gala et al., 2017; Julianry et al., 2017; Kahpi et al., 2017; Mustikawati & Qomariah, 2020; Slameto et al., 2017; Sulistyono et al., 2016; Sumiaty, 2020; Trijanuar, 2016; Wiguna, 2015), (Hendrawan & Sanosra, 2023), (Galih et al., 2023), (Rahmadani et al., 2020), (Wahyudi et al., 2021). Effective training can help companies achieve their goals.

## V. Conclusion

The results of the study indicate that work culture has a positive and significant effect on affective commitment, so it can be interpreted that the more work culture is understood, the higher the affective commitment. The effect of training has no significant effect on employee performance through Affective Commitment. This proves that training intervened by affective commitment may not necessarily improve Employee Performance significantly with affective commitment as an intervening variable.

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