



Determinants of Affective Commitment in Improving Employee Performance

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Abstract. Organizational performance is one of the company goals to be achieved, and the achievement of these goals cannot be separated from the achievement of employees' performance. This study was conducted with the aim of testing and analyzing how servant leadership affects proactive career behavior, which consists of career planning, networking behavior, and skill development, and the indirect impact on perceived employability and is expected to create a practical commitment to improving job performance. This study uses a type of research hypothesis testing with samples of purposive sampling, namely lecturers and staff at the Faculty of Economics and Business, Universitas Trisakti, with samples of as many as 211 respondents. The analytical tool used is the Structural Equation Model (SEM). The results of the research concluded that servant leadership has a positive significant effect on career planning, networking behavior, and skill development; career planning, networking behavior, and skill development has a positive effect on perceived employability; career planning, networking behavior, and skill development has been shown to mediate the positive influence of servant leadership on perceived employability; perceived employability has been shown to have a positive effect on affective commitment; and affective commitment has been shown to have a positive effect on job performance.

Keywords: Job Performance, Affective Commitment, Perceived Employability, Proactive Career Behavior, Servant Leadership

1 Introduction

Every organization certainly wants the best performance from its employees. Therefore, companies need a way to empower employees. Empowerment efforts are needed so that the company continues to have good performance. Company performance is well maintained if employees have optimal performance achievement and affective commitment. The emotional relationship of employees with their organization is believed to affect employee performance. The results of an empirical study conducted by Philippaers et al. (2019) prove that affective commitment has a positive effect on performance [1].

Employees with a high affective commitment will be highly motivated and desire to contribute significantly. One of the factors driving the increase in affective commitment is perceived employability, namely the ability of an employee to get a job with the competencies that will motivate them to always be active in doing work [2]. The findings of research conducted by Philippaers et al. (2019) stated that perceived employability had a positive effect on affective commitment.

A proactive career determines perceived employability itself. Chughtai (2018) in his research found that proactive career behavior has a uniquely significant effect on workability [3]. In this regard, research by Clements and Kamau (2018) has shown that employees who tend to be involved in building organizations will have higher perceived employability [4]. First, high career planning will increase perceived employability. Second, Forrest and Dougherty (2004) explained that networking behavior is also expected to manifest in higher work levels [5]. The results of an empirical study from Chughtai (2018) yielded findings that networking behavior tends to increase the employability of workers. Third, employees tend to develop skills through investment in training and education to improve work abilities [6]. In addition, skilled workers can improve performance [7]. Lau et al. (2013) in his research produced the same findings as the research of Vanhercke et al. (2014), namely that investment in human resources is positively related to the workability of employees [8][9].

The characteristics of a leader are believed to influence the character of employees who contribute to the company, including career planning, networking behavior, and skill development. Servant leadership is a leader who serves by placing the needs of subordinates as a priority and providing opportunities for subordinates to develop in helping to achieve organizational goals [10]. Servant leader behavior can encourage employees to determine careers through proactive behaviors [3]. Several empirical studies have been conducted by [11],[12],[3], and [13] proved that there is a positive influence of servant leadership on proactive career behavior, namely career planning, skill development, and network building. This view is corroborated by positive forms of leadership that can play an essential role in stimulating proactive work behavior in organizations [11].

Servant leadership has a positive impact on employee performance. Servant leaders focus exclusively on facilitating the growth and development of followers rather than on their interests [14]. In particular, these leaders seek to assist their subordinates in setting career goals, providing opportunities to improve skills, and helping to achieve goals [15]. Such behavior, in turn, tends to increase followers' employability [16]. Proactive career behavior was positively related to perceived job possibilities [3]. Previous studies have also proven the same thing. [17] their research shows that work-related factors fully mediate the relationship between helpful leadership and perceived employability. In short, it proves that leaders tend to influence the attitudes and behavior of followers by fostering a supportive work environment [18].

Based on the explanation above, this research was conducted with the aim of testing and analyzing (1) the influence of servant leadership on career planning, skill development, and networking behavior, (2) the effect of career planning, skill development, and networking behavior on perceived employability and (3) the effect of perceived employability on affective commitment, (4) The effect of affective commitment

on employee performance, (5) The role of career planning, skill development, and networking behavior in mediating the influence of servant leadership on perceived employability.

2 Methods

This study used a type of hypothesis testing research that aims to examine the effect of the independent variable on the dependent variable, either directly or indirectly. The variables used in this study consist of 1 independent variable, namely servant leadership with five dimensions and 23 measurement indicators adopted from [19]; 3 mediating variables are proactive career behavior with three dimensions used in the model (career planning, skill development, networking behavior) with nine measurement indicators adopted from [11], perceived employability which consists of 2 dimensions with three measurement indicators adopted from [3] and affective commitment variable with eight measurement indicators adopted from [20]. In contrast, the dependent variable is job performance, measured using four dimensions and eight measurement indicators adopted from [21]. All measurements used a Likert scale of 1 to 5 (strongly disagree to agree strongly).

In this study, the population used were employees and lecturers in the scope of Faculty of Economics and Business (FEB) Universitas Trisakti (Usakti), and the number of samples used in this study was 211 samples with a composition of 143 lecturers and 68 education staff. The analytical method used in this study is the Structural Equation Model (SEM), as shown in Figure 1. The next stage is testing the research instrument, which consists of testing the validity using factor loading where the indicator is valid if the load factor value $\geq 0,4$ and reliability testing to test the consistency of respondents' answers using Cronbach Alpha where the indicator is said to be reliable (consistent) if the Cronbach Alpha $\geq 0,6$ [22]. The next stage is to perform descriptive statistical analysis to obtain an overview of the respondents' responses to each research variable. The analysis continued to test the fit model using a number of criteria, namely p-value chi-square (<0.05), GFI (0.9), and RMSEA (0.10). NFI (0.9), TLI (0.9), CFI (0.9) and CMIN/DF (1 to 5). The last part is a partial test (t test) which aims to test the effect of a variable on other variables according to the number of research hypotheses used, where decisions are made if the p-value of the t statistic ≤ 0.05 then H_0 is rejected (H_a is accepted.) and vice versa.

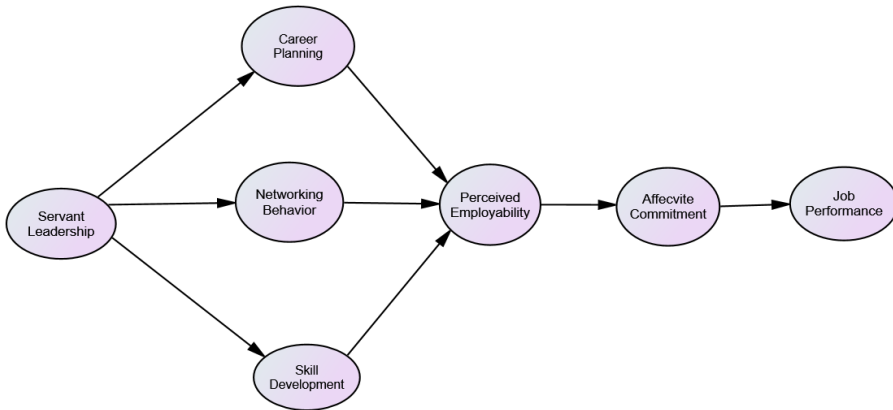


Fig 1. SEM research model.

3 Results and Discussion

Before testing the theoretical hypothesis, the research instrument was first tested. For testing the validity of the seven variables used, there is only one indicator on the measurement of the affective commitment variable, indicator 4 (AC4), which is invalid because it produces a factor loading value < 0.4. In contrast, for other measurement indicators, it is proven valid because it produces a factor loading value ≥ 0.4. Reliability testing for valid indicators on each variable produces a Cronbach Alpha value ≥ 0.6, which means that all indicators that make up the variables are proven to be consistent.

Descriptive statistics for all research variables resulted in positive responses, namely the average score was more than 4, namely for the servant leadership, career planning, networking behavior, skill development, affective commitment, and job performance variables. The standard deviation between 0.508 and 0.845 shows the variation of respondents' answers for six research variables in the range of answer choices between 3 and 5. There is one variable whose respondents are pretty good, namely the perceived employability variable, with an average value of respondents' answers of 3.848. For more precise information regarding instrument testing, descriptive statistics of each variable can be seen in Table 1.

Table 1. Testing of variable instrument and descriptive statistics.

Variable/Dimension	Number of Indicators	Indicator valid (factor loading)	Indicator reliable Cronbach Alpha	Mean	Standard Deviation
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		$\geq 0,4$			
Servant Leadership	23	23	0.967	4.102	0.699
Career Planning	3	3	0,868	4.186	0.732
Networking Behavior	3	3	0.880	4.300	0.691
Skill Development	3	3	0.842	4.368	0.618
Perceived Employability	3	3	0.924	3.848	0.845
Affective Commitment	8	7	0.882	4.044	0.631
Job Performance	8	8	0.916	4.333	0.508

Source: data processed

Testing the research fit model using 8 model fit indicators resulted in a decision as many as two indicators included in the model fit criteria, namely the RMSEA indicator with a value of $0.079 < 0.1$ and CMIN/DF with a value of 2.321 (between 1 to 5), three criteria resulted in a model conclusion marginal fit, namely IFI with a value of 0.836, TLI with a value of 0.826 and CFI with a value of 0.835, while the other three criteria resulted in a poor fit model conclusion, namely the p-value of the chi-square criterion of $0.000 < 0.05$, GFI with a value of $0.654 < 0.9$ and NFI with a value of $0.755 < 0.9$. Because most of the fit model criteria meet the requirements, namely model fit and marginal fit, the theoretical hypothesis testing can be continued.

The processing results for testing the theoretical hypothesis can be seen in Table 2. For hypothesis H1, it is proven that servant leadership has a positive effect on career planning, as indicated by the estimated coefficient value of 0.424 with a p-value of $0.000 < 0.05$. Hypothesis H2 showed that servant leadership has a positive effect on networking behavior because it produces an estimated coefficient value of 0.407 with a p-value of $0.000 < 0.05$. Hypothesis H3 also pointed out that servant leadership has a positive effect on skill development, as indicated by the estimated coefficient value of 0.441 with a p-value of $0.000 < 0.05$. The findings for the H4 hypothesis, namely career planning, have a positive effect on perceived employability, resulting in the proposed hypothesis decision being proven, as shown by the estimated coefficient value of 0.130 with a p-value of $0.028 < 0.05$. Hypothesis H5 produces an estimated coefficient value of 0.214 with a p-value of $0.066 < 0.1$, which means that networking behavior has a positive effect on perceived employability. Hypothesis H6 results in a skill development decision having a positive effect on perceived employability as indicated by the estimated coefficient value of 0.575 with a p-value of $0.000 < 0.05$. The findings of hypothesis H7 indicated that career planning mediates the positive influence of servant leadership on perceived employability, as indicated by the estimated coefficient value of 0.055 with a p-value of $0.034 < 0.05$. Hypothesis H8 showed that skill development is proven to mediate the positive influence of servant leadership on perceived employability, as indicated by the estimated value of 0.253 with a p-value of $0.000 < 0.05$. Hypothesis testing H9 proved that networking behavior mediates the positive influence of servant leadership on perceived employability, as indicated by the estimated coefficient of 0.087 with a p-value of $0.072 < 0.1$. Hypothesis H10 proved that perceived employability has a positive effect on affective commitment, as indicated by the estimated coefficient value of 0.061 with a p-value of $0.027 < 0.05$. Hypothesis testing H11 produced an estimated coefficient value of

0.697 with a p-value of 0.000 <0.05, so it can be concluded that affective commitment has a positive effect on job performance.

The results of hypothesis testing indicate that all proposed hypotheses are proven, which implies that in the FEB Usakti environment, affective commitment is proven to affect employee performance. The factors determining affective commitment also apply according to the existing theoretical mechanism. This means that the servant leadership style is inherent in the character of the leader at FEB Usakti, namely the character of a leader who serves, gives care, prioritizes organizational development, and pays attention to the lives of subordinates from the personal interests of the leader. The servant leadership character that has been implemented has proven to have a positive influence on career planning, networking behavior, and skill development of lecturers and staff. This can be seen from the proportion of lecturers at FEB Usakti, the majority of whom have doctoral degrees and have many certifications of specific scientific competencies. Likewise, most education staff have undergraduate education, and the percentage who already have competency certificates has increased occasionally. This condition has a positive effect on the ability of employees to carry out the assigned tasks according to their competencies. In other words, high perceived employability is generated, creating conditions where employees have a high emotional attachment to the organization. This is indicated by the low turnover intention, both for lecturers and staff at FEB Usakti. The creation of high affective commitment impacts high job performance, both in terms of quality, quantity, timeliness, and interpersonal impact.

Table 2. Research hypotheses testing results.

	Hypotheses	Estimate	C.R.	p-value	Conclusion
1	H Servant leadership has a positive effect on career planning	0.424	6.073	0.000**	Supported
3	H Servant leadership has a positive effect on networking behavior	0,407	5,721	0.000**	Supported
3	H Servant leadership has a positive effect on skill development	0.441	7.111	0.000**	Supported
4	H Career planning has a positive effect on perceived employability	0,130	1.900	0.028**	Supported
5	H Networking behavior has a positive effect on perceived employability	0.214	1.507	0.066*	Supported
6	H Skill development has a positive effect on perceived employability.	0,575	3.476	0.000**	Supported
7	H Career planning mediates the positive effect of servant leadership on perceived employability	0,055	1.823	0.034**	Supported
8	H Skill development mediates the positive effect of servant leadership on perceived employability	0.253	3.114	0.000**	Supported

9	H Networking behavior mediates the positive influence of servant leadership on perceived employability	0.087	1.457	0.072*	Supported
10	H Perceived employability has a positive effect on affective commitment	0.061	1.919	0.027**	Supported
11	H Affective commitment has a positive effect on job performance	0.697	5.519	0.000**	Supported

*= alpha 10% **=alpha 5%

4 Conclusion

The results of this study lead to the following conclusions: (1) Servant leadership has a positive effect on career planning, networking behavior, and skill development (2) Career planning, networking behavior, skill development have a positive effect on perceived employability, (3) Career planning, networking behavior, skill development mediate the positive influence of servant leadership on perceived employability, (4) Perceived employability has a positive effect on affective commitment and (5) Affective commitment has positive effect on job performance.

The findings show that all of the tested hypotheses are proven. There is one hypothesis, namely that the influence of networking behavior is the weakest factor, especially related to perceived employability because it is proven to be significant at 10% alpha. The managerial implication of this finding is that institutions must provide opportunities for both lecturers and staff to develop their potential for networking behavior both internally and externally by forming a communication forum or becoming a member of an association related to the competence of lecturers and staff so that in the future it will produce optimal networking behavior. Which in the end will have a positive impact on the job performance of lecturers or staff.

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