

Job Characteristics, Individual Characteristics, Affective Commitments and Employee Performance

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ABSTRACT

Human resources in organizations are crucial aspects that determine the effectiveness of an organization. Improving the quality of human resources is one of the factors for an organization to achieve its objectives. The purpose of the study was to describe the effect of Job Characteristics and Individual Characteristics on the Affective Commitment and Employee Performance in the Environmental Agency (Samarinda City). This study uses Partial Least Square (PLS) analysis with the Smart PLS program to examine the effect of all independent variables on the dependent variable. Also, research is based on the saturated sample (census) techniques. The results showed that the Job Characteristics variable had a positive and significant effect on Affective Commitment but did not significantly influence Employee Performance. Individual Characteristics has no significant negative effect on Affective Commitment but a significant negative effect on Performance and Affective Commitment has a positive and significant effect on Employee Performance.

Keywords: Affective commitments, employee performance, job characteristics, individual characteristics

INTRODUCTION

Human resources in organizations are crucial aspects that determine the effectiveness of an organization. Improving the quality of human resources is one of the factors for an organization to achieve its objectives. Managing human resources properly will have a positive impact on the organization. Conversely, if the handling of human resources is not done properly it will cause inefficiency in activities that can ultimately cause losses in the organization.

The quality of human resources determines the success of an organization. Quality human resources have excellent physical and

mental psychological elements, so as to improve the performance of employees in improving their performance. Performance is a result or level of overall success of a person during a certain period in carrying out the task compared with various possibilities, such as: standard work results, targets or target criteria that have been determined in advance and agreed upon [1]. Theory of job characteristics is an attempt to identify the job characteristics of the job, how these characteristics are combined to form different jobs, their relationship with motivation and employee performance [2-3].

Individual characteristics are the interests, attitudes and needs that a person brings in a work situation. Interest is an attitude that makes someone happy about the object of certain inclinations or ideas. So, job characteristics and individual characteristics are job descriptions that serve as guidelines for work and in their implementation which can achieve goals in the organization [4].

By observing the level of work and individual characteristics in the work there will be a commitment to the organization / company so that it can improve the performance of each individual. Commitment is one important aspect of the philosophy of Human Resources Management (HRM). Commitment refers to attachment and loyalty. This is related to individual feelings about the organization [5].

Employees who are highly committed to their organizations will pay attention to performance on the job so as to produce optimal performance. This performance is often forgotten by some Government offices in observing its Employees. Performance is a result achieved by someone in carrying out the duties assigned to them based on skill, experience, sincerity and time. From this understanding, employee performance arises from one of the innate traits of the elements of experience, sincerity and on time that underlies a person's behavior [6-7].

The Department of the Environment (Samarinda City) is a government agency that plays a role in all activities related to environmental issues such as air pollution, factory waste, garbage,

land disputes and all matters concerning environmental issues. This Environmental Service is a government office in the city of Samarinda. This office is located in a strategic area close to several other government offices.

Table 1: Number of employees and employee status.

Sl. No.	Employee Type	Employee
1.	Permanent employee	91
2.	Temporary employees	33
3.	Total	124

Source: Results of field interviews, 2020

The total number of permanent employees in the Department of the Environment (Samarinda City) is 91 and the number of non-permanent employees monthly is 33 people, where these employees are employed in the Samarinda Mayor's Decree.

The phenomenon that occurs in the Living Environment Agency is a decline in employee performance. From our interview with the Head of the Office of the Environment (Samarinda City), it is seen that the real condition is that there are still employees who work irregularly and are undisciplined, which reflects the image of the employees at the Office of the Environment (Samarinda City) looking less good, although not all employees work like that and the commitment of every employee in carrying out the existing regulations in the agency also decreases (in terms of compliance with established rules). An employee's performance will be better if the employee has high ability and commitment, the division of character of the job from the appropriate job in various fields and support from the organization or agency. The purpose of the study was to describe the effect of Job Characteristics and Individual Characteristics on the Affective Commitment and Performance of Employees in the Environmental Agency (Samarinda City).

RELATED LITERATURE

Job Characteristics and Affective Commitments

The core characteristics of a well-designed job can help employees to continue to choose to commit to the employer [8]. But on the contrary, if the job characteristics are not good, then the possibility of employees will be less committed to the company, resulting in employees likely to choose to look for alternative jobs with better job characteristics in other companies. This is supported by previous research that work characteristics have a positive and significant effect on organizational commitment. Commitment is

divided into three more specific parts, namely effective commitment, continuity and normative [8-9]. Therefore, the hypotheses in this study are:

H1: Job characteristics have a positive and significant effect on affective commitment.

Job Characteristics and Performance

Some studies link the effect of job characteristics on employee performance among others there is a significant influence between the variables of individual characteristics and job characteristics on employee work performance simultaneously proven or acceptable. This shows that there is a significant influence between independent variables of individual characteristics and job characteristics on the dependent variable of employee work performance [10]. There is a significant influence between job characteristics on nurses performance [11]. Therefore, the following research hypotheses can be formulated.

H2: Job characteristics have a positive and significant effect on employee performance.

Individual Characteristics and Affective Commitment

The impact of individual characteristics that are of most concern to observers and organizational researchers is on employee's job satisfaction and effective commitment from various research results showing that individual characteristics have a significant effect both on effective commitment [12]. Therefore, the following research hypotheses can be formulated.

H3: Individual characteristics have a positive and significant influence on affective commitment.

Individual Characteristics and Effective Commitments

There is a significant influence between the variables of individual characteristics and job characteristics on employee performance simultaneously proven or acceptable. This shows there is a significant influence between the independent variables of individual characteristics and job characteristics on the dependent variable of employee performance achievement [10]. Therefore, the following research hypotheses can be formulated.

H4: Individual characteristics have a positive and significant influence on employee performance.

Effective Commitment and Employee Performance

Commitment is an important element for the organization, expressing three forms of employee commitment to the organization, namely “Affective commitment, Continue commitment and Normative commitment” [13].

Affective commitment, i.e. emotional attachment, identification and involvement in an organization. Individuals survive in an organization because of their own desires. Continue commitment, which is an individual commitment based on consideration of what must be sacrificed if leaving the organization. Individuals decide to remain in an organization because they think of it as fulfilling a need. Meanwhile, normative commitment is an individual’ beliefs about responsibility towards the organization. Individuals

remain in an organization because they feel obliged to be loyal to the organization for reasons: commitment will affect employee turnover [14] and commitment shows a relationship with employee performance [15]. This is supported by the results of research which suggests that employee commitment to the organization will have a positive effect on employee performance [16]. Therefore, the following research hypotheses can be formulated.

H5: Affective commitment has a positive and significant effect on employee performance.

Conceptual Framework

A framework of thought is a part or step that is made to make it easier and clearer in seeing and identifying the problem under study. Framework for thinking from this research. can be seen in Fig.1.

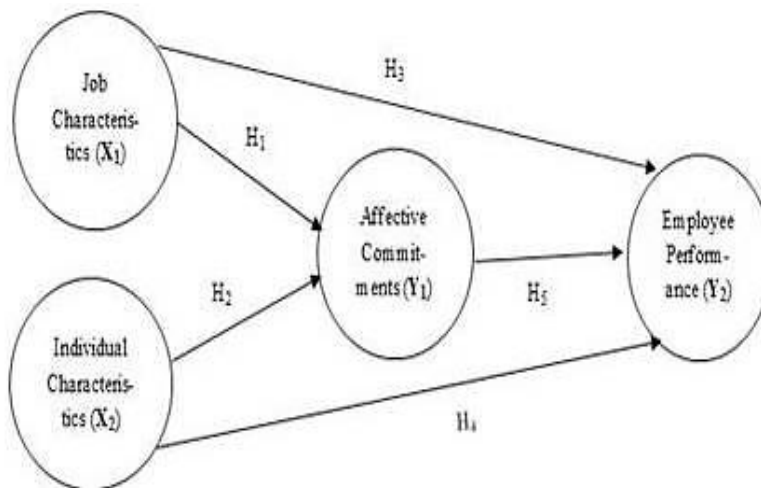


Figure 1: Research design.

METHODS Measurement

The variables in this study consisted of two variables, namely the independent variable and the dependent variable. The independent variable is a variable that becomes a sub-symbol or changes in the dependent variable. The independent variable is the variable that influences and the dependent variable is the variable that is affected or becomes a result due to the presence of the independent variable. In this study, the variables used are Job Characteristics and Individual Characteristics as independent variables

that are variables that influence or are the cause of the emergence or change of the dependent variable (Effective Commitment and Employee Performance) as the dependent variable is the variable that is affected or which is due to the variables free.

The description of operational limitations on the variables to be examined in this thesis is very necessary, in addition to being a guide to measuring the variables studied can also be a clear direction for researchers to conduct research processes. The operational definitions and measurement of variables from each variable in this study are as follows:

Table 2: Variable definitions of job characteristics, individual characteristics, affective commitment, and employee performance.

Sl. No.	Variables	Explanation	Indicators	Prior Researchers
1.	Job Characteristics	Job characteristics are all things about the task of being an employee and include responsibilities, various tasks, teamwork or other fields, and the extent to which the work itself has characteristics, so that employees get satisfaction	Skill Variations, Identity, Significance of Tasks, Autonomy, and Job Feedback	[17]
2.	Individual Characteristics	Individual characteristics are the characteristics of an employee, both positive and negative employees	Ability, Values, Attitudes, and Interests	[18]
3.	Affective Commitment	Affective commitment of an employee will reflect the strength of an individual that will lead to a tendency to continue working in the organization, because the employee feels in line with the goals of the organization and feels happy working in the organization	Loyalty, Feelings, Contributions, Organizational Assumptions, and Emotionally Related	[19]
4.	Employee Performance	Performance is a result achieved by employees in carrying out tasks that are based on ability, experience and sincerity and time according to standards and criteria that have been set previously in order to meet the standards set by the agency	Number of jobs, Quality of work, Timeliness, Attendance, and the ability to work together	[20]

Population and Sample

Population is a generalization area that consists of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions can be drawn [21]. The sample is part of the number and characteristics possessed by the population [22]. In the analysis of this study using a saturated sample technique. Saturated sampling is a sampling technique when all members of a population are used as samples [21]. The total population in the Department of Environment (Samarinda City) is 91 permanent employees and the sample used is 91 employees.

Data Types and Sources

Types and sources of data used in this study are premiere data which are sourced directly provide data to data collectors [23]. Primary data were obtained using a structured survey method (questionnaire / questionnaire structure) with open questions given to employees. Primary data, specifically collected by us to answer questions from this study are the results of responses and responses from respondents, while secondary data sources do not directly provide data to data collectors, for example through others to pass documents [23].

Data Collection Technique

To obtain information or data needed in this study, several data collection techniques are used as follows:

- A questionnaire, which is a way to collect data in writing in the form of several closed or open questions filled out by respondents. Based on these contents the researcher obtained information from the respondents.
- An interview is a method of collecting data through questions that are asked verbally and directly that is done face to face.
- Library studies, i.e. using books and studying existing literature concerning this research.

Research Scale

On a Likert scale, what is used as a measure is “strongly disagree” to “strongly agree”. Respondents’ assessment of the response attributes in this study were rated as follows:

Table 3: Scale component statement

Sl. No.	Answer	Value
1.	Strongly disagree	Given a score of 1
2.	Disagree	Given a score of 2
3.	Quite agree	Given a score of 3
4.	Agree	Given a score of 4
5.	Strongly agree	Given a score of 5

The scale in this study uses the Likert scale. Likert scale is a multiple-item scale that is a scale that functions to measure, attitudes, opinions and understanding of a person or group about social phenomena [21].

Analysis Model

The analytical tool in this study uses the Partial Least Square (PLS) method. PLS can be used on any type of data scale (nominal, ordinal, interval and ratio) as well as more flexible assumption requirements. PLS is also used to measure the relationship of each indicator with its construct. Also in PLS bootstrapping tests can be performed on structural models that are outer models and inner models. Because in this study using indicators to measure each construct and also

the measurement model is structural, it was decided to use PLS.

PLS is one of the Structural Equation Modeling (SEM) techniques that can analyze latent variables, indicator variables and measurement errors directly. PLS was developed as an alternative if the theory used was weak or the available indicators did not meet the reflective measurement model [24]. Herman World as the PLS developer said that PLS as “soft modeling” PLS is a powerful analysis method because it can be applied at all data scales does not require a lot of assumptions and the sample size does not has to be large. Besides being able to be used to confirm theories, PLS can also be used to build relationships that do not yet have a theoretical basis or for testing propositions.

Table 4: Rule of thumbs partial hypothesis test.

Sl. No.	Hypothesis type	Rule of Thumbs	Hypothesis Test Results
1.	Two-tailed	$\alpha = 0.05$ $T_{table} = 1.96$ $T_{statistic} > T_{table}$ $T_{statistic} < T_{table}$	Ho : accepted Ho : refused
2.	One tailed	$\alpha = 0.05$ $T_{table} = 1.64$ $T_{statistic} > T_{table}$ $T_{statistic} < T_{table}$	Ho : accepted Ho : refused

Source: [26]

Table 5: Outer loading variables.

Sl. No.	Indicators	Preliminary Model	After Repair
1.	X1.1	0.567	0.574
2.	X1.2	-0.457	-
3.	X1.3	0.680	0.728
4.	X1.4	0.787	0.817
5.	X1.5	0.382	-
6.	X2.1	0.425	0.550
7.	X2.2	0.413	-
8.	X2.3	0.630	0.605
9.	X2.4	0.333	-
10.	X2.5	0.789	0.864
11.	Y1.1	0.546	0.545
12.	Y1.2	0.523	0.530
13.	Y1.3	0.843	0.840
14.	Y1.4	0.837	0.834
15.	Y1.5	0.845	0.849
16.	Y2.1	0.307	-
17.	Y2.2	0.563	0.599
18.	Y2.3	0.754	0.707
19.	Y2.4	0.695	0.734
20.	Y2.5	0.820	0.824

Source: SmartPLS (2020)

Hypothesis testing is a way of making decisions by evaluating the results of research achieved previously. In essence, hypothesis testing is an evaluation technique whether accepted or rejected. Following is the rule of thumbs from partial hypothesis testing in Table 4.

Simultaneous hypothesis testing in Smart

PLS can be seen in the results of indirect effects were not on the coefficient effect because the moderating effect is not only testing the direct effect of the independent variable to the dependent variable but also the interaction relationship between the variables free and moderating variables to the dependent variable (indirect effect).

Therefore, the indirect effect is used to see the effect of intervening variables connecting independent and dependent variables where the bootstrapping literacy results must obtain a T-statistic value of the moderating variable more than 1.96 to be said to be fully mediated [26].

RESULT

Outer Model Evaluation

The Outer Model itself is used to test the construct validity and instrument reliability. For the validity test convergent validity criteria used with the rule of thumb used for this test are outer loading > 0.5, communality > 0.5, Average Variance

Extracted (AVE) > 0.5 and discriminant validity is assessed by comparing the roots of AVE for each construct with correlation between constructs and other constructs [24]. If the root AVE for each construct is greater than the correlation between other constructs in the model, then the composite reliability test must be greater than 0.7.

The results of processing using Smart PLS can be seen in Table 5, that the value of the outer model or the correlation between constructs and variables does not initially meet the convergent validity because there are still indicators that have a loading factor value below 0.50.

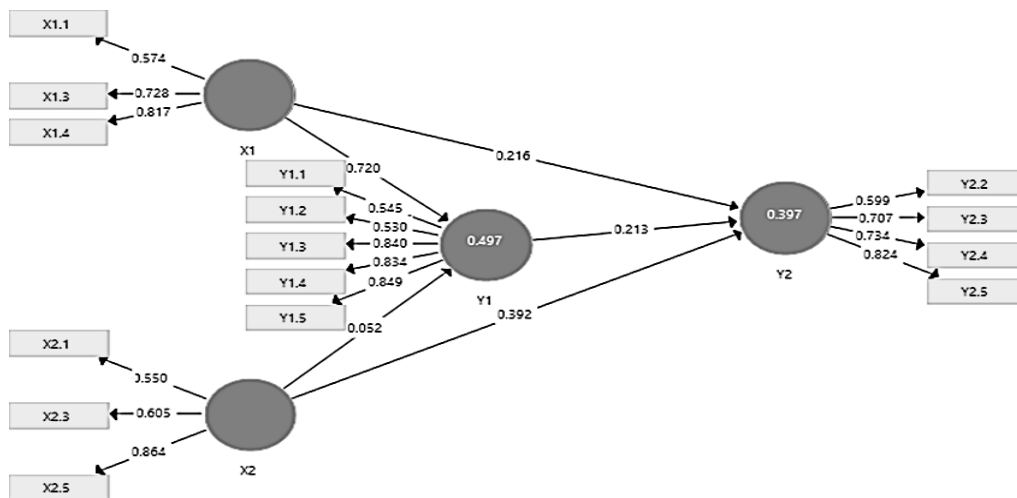


Figure 2: Outer model.

Modification of the model is done by issuing indicators that have a loading factor value below 0.50. In the modification model as shown in Table 5 and Fig. 2, it shows that all loading factors have values above 0.50, so that the constructs for all variables have been eliminated from the model.

Validity Testing

Convergent validity occurs if scores obtained from two different instruments that measure the same construct have a high correlation. The rule of thumb used for convergent validity is outer loading > 0.5, communality > 0.5 and Average Variance Extracted (AVE) > 0.5 [25-26].

Table 6: Test the validity of job characteristics variables.

Indicators	Outer Loading	AVE	Inference
X1.1	0.574	0.509	Valid
X1.3	0.728	0.509	Valid
X1.4	0.817	0.509	Valid

Source: SmartPLS (2020)

Table 6 shows that each indicator has an outer loading correlation value > 0.5 and AVE > 0.5, so that all questions in the questionnaire on the Job Characteristics variable are declared valid.

After improving the model, each indicator has an outer loading correlation value > 0.5 and AVE > 0.5, so that all questions in the questionnaire can be stated on the Individual Characteristics variable expressed moderate by proving that the AVE value approaches the value of 0.50 (see Table 7).

Table 7: Test the validity of individual characteristic variables.

Indicators	Outer Loading	AVE	Inference
X2.1	0.550	0.472	Moderat
X2.3	0.605	0.472	Moderat
X2.5	0.864	0.472	Moderat

Source: SmartPLS (2020)

For each indicator having an outer loading correlation value > 0.5 and AVE > 0.5, from Table 8 it is stated that all questions in the questionnaire

on the Affective Commitment variable are declared valid.

Table 8: Test the validity of the affective commitment variables

Indicators	Outer Loading	AVE	Inference
Y1.1	0.545	0.540	Valid
Y1.2	0.530	0.540	Valid
Y1.3	0.840	0.540	Valid
Y1.4	0.834	0.540	Valid
Y1.5	0.849	0.540	Valid

Source: SmartPLS (2020)

In Table 9, it is shown that the correlation value of all indicators in the variable is outer loading > 0.5 and AVE > 0.5, so that all questions in the questionnaire on the Employee Performance variable can be declared valid.

Table 9: Test the validity of employee performance variables.

Indicators	Outer Loading	AVE	Inference
Y2.2	0.599	0.519	Valid
Y2.3	0.707	0.519	Valid
Y2.4	0.734	0.519	Valid
Y2.5	0.824	0.519	Valid

Source: SmartPLS (2020)

Table 10: Test reliability of research variables.

Variables	Boundary Value	Composite Reability	Cronbach Alpha	Inference
Job Characteristics	0.50	0.753	0.534	Reliable
Characteristics Individual	0.50	0.720	0.435	Reliable
Affective Commitment	0.50	0.849	0.775	Reliable
Employee Performance	0.50	0.810	0.694	Reliable

Source: Smart PLS (2020)

Indicators of Job Characteristics are stated to be reliable with a Cronbach Alpha value of $0.534 > 0.50$ as a boundary separating value which means the Job Characteristics indicator has met the reliability test after modification by removing the second and fifth indicators. Empirical results are also shown in Table 10 if the Individual Characteristics indicator shows that it is not reliable after modification by removing the second and fourth indicators with the Cronbach Alpha value of $0.435 < 0.50$ as the boundary separating value which means the individual characteristic indicators after eliminating the second and fourth indicators have not met the test reliability. The results of the Affective Commitment indicator research show that reliable with a Cronbach Alpha value of $0.775 > 0.50$ as a boundary value means that this Affective Commitment indicator has also

Reliability Testing

To test the reliability of the instrument, it is carried out through the Internal Consistency Test using Cronbach Alpha. The Cronbach Alpha coefficient is said to be good if the coefficient is 0.5 to 1.0 [24]. In this connection, to test the reliability in Cronbach Alpha research the solution is done by comparing the Cronbach Alpha value and the boundary separating value.

Table 10 shows that the Job Characteristics indicator is declared reliable with a Cronbach Alpha value of $0.534 > 0.50$ as a boundary separating value which means the Job Characteristics indicator has met the reliability test after being modified by removing the second and fifth indicators. The results of the Individual Characteristics research show that it is unreliable after modification by removing the second and fourth indicators with a Cronbach Alpha value of $0.435 < 0.50$ as a boundary value which means that the individual characteristic indicators after eliminating the second and fourth indicators have not met the reliability test.

fulfilled the reliability test and the results of the Employee Performance indicator research show that it is reliable with a Cronbach Alpha value of $0.694 > 0.50$ as a boundary value which means that this employee performance indicator has also met the reliability test. In general, the range < 0.50 is low, $0.50 - 0.60$ is sufficient, $0.70 - 0.80$ is high [27].

Inner Model

Testing the inner model or structural model is done to see the relationship between the construct, significance value and R-square of the research model. The structural model is evaluated using R-square for the dependent construct of the t-test and the significance of the coefficient of structural path parameters.

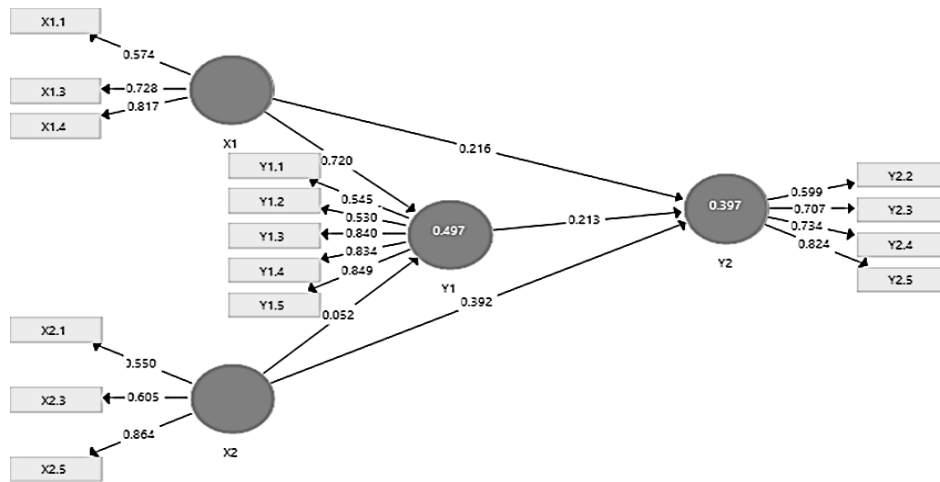


Figure 3: Structural model.

In assessing a model with PLS it starts by looking at the R-square for each latent dependent variable. Table 11 is the result of R-square estimation using SmartPLS.

Table 11: R-square.

Sl. No	Variables	R-Square
1.	Affective Commitment	0.397
2.	Employee Performance	0.497

Source: Smart PLS (2020)

In principle, this study uses 2 variables that are influenced by other variables namely Job Characteristics (X1) which are influenced by Affective Commitment (Y1) and Employee Performance (Y2), Individual Characteristics (X2) influenced by Affective Commitment (Y1) and Performance Employees (Y2), while Affective Commitments (Y1) are influenced by Employee

Performance variables (Y2). Table 11 shows the R-square value for the Affective Commitment (Y1) variable was 0.397, while the Employee Performance variable (Y2) was 0.497. This result shows that 70.5% Affective Commitment (Y1) can be influenced by Job Characteristics (X1), Individual Characteristics (X2), Employee Performance (Y2), 63.3% Employee Performance (Y2) is influenced by Job Characteristics (X1) and Individual Characteristics (X2).

Hypothesis Test

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing hypotheses is the value contained in the output result for inner weight. Table 12 provides estimated outputs for testing structural models.

Table 12: Path coefficients in structural path testing.

Hypothesis	Original Sample Estimate (O)	Mean of Sub-samples (M)	Standard Deviation (STEDEV)	T-Statistics (O/STERR)
X1 -> Y1	0.720	0.717	0.099	7.246
X1 -> Y2	0.216	0.209	0.188	1.147
X2 -> Y1	-0.052	-0.011	0.110	0.477
X2 -> Y2	0.392	0.418	0.118	3.327
Y1 -> Y2	0.213	0.199	0.135	3.327

Source: SmartPLS (2020)

In PLS, statistical testing of each hypothesized relationship is carried out using simulations. Tests have been carried out using the bootstrap method of the sample. Bootstrap testing is also intended to minimize the problem of research data abnormalities.

DISCUSSIONS

Effect of Job Characteristics on Affective Commitments

Based on the results of statistical calculations it can be concluded that the job

characteristics variable has a positive and significant effect on the variable of affective commitment directly. This can be proven from the t-statistic value greater than 1,960 which is equal to 7,246. From the results of the calculation of job characteristics indicators of 0.574 - 0.817, where the highest indicator is X1.4 (autonomy) and the lowest is X1.1 (skill variation). The results showed that employees like the freedom in carrying out the work they live, get the freedom in determining their work, individuals will be more comfortable in carrying out their work if given authority and freeing individuals to work without the demands of demands in the organization.

In this case, the policy given by the organization can be in the form of employee freedom to work, always given the opportunity. If the policy is following the views of employees, it will lead to the ability to work to increase employee commitment to the organization. This is supported by previous research conducted in his research which states that job characteristics have a positive effect on commitment [9].

Effect of Job Characteristics on Performance

Based on the results of statistical calculations, it can be concluded that the Job Characteristics variable has a negative and not significant effect on the Performance variable directly. This can be proven from the t-statistic value smaller than 1,960 which is 1,147. From the results of the calculation of job characteristics indicators of 0.574 - 0.817. The highest indicator is the highest indicator, X1.4 (autonomous) and the lowest is X1.1 (skill variation). Understanding the characteristics of work is the characteristics of the work environment which includes the physical and social environment. The physical environment includes the work atmosphere seen from physical factors, such as the state of temperature, weather, building construction and workplace temperature [28].

This shows that Job Characteristics with the highest indicator values can affect performance with the freedom of employees to determine the state of the comfort of employees at work. Employees tend to be more flexible and committed to work that involves certain characteristics. The ability to use a variety of skills have autonomy at work, receive feedback on work and perform significant tasks are some of the characteristics of work and commitment from the calculation results show that the work indicator itself has a low perception by employees. On the effect of variable job characteristics on performance not supported by previous studies there is a significant effect between job characteristics on performance [10].

Effect of Individual Characteristics on Affective Commitments

Based on the results of statistical calculations, it can be concluded that the individual Characteristics variable has a negative and not significant effect on the variable Affective Commitment directly. This can be proven from the t-statistic value smaller than 1,960 which is equal to 0.477. Thus, from the calculation results of the individual characteristic indicators is 0.550 - 0.884. The highest indicator is Interest (X2.5) and the lowest is Ability (X2.1). Employees, especially new employees are not selected properly to identify the level of conformity with the values in the organization, so this will result in individual characteristics possessed by employees that do not affect the employee's commitment to the organization [29]. The variable of individual characteristics towards affective commitment is supported by previous research which states that individual characteristics have no significant and significant effect on commitment [29].

Individual Characteristics of Performance

Based on the results of statistical calculations, it can be concluded that the individual characteristics variable has a significant positive effect on employee performance variables directly. This can be seen from the t-statistic value greater than 1,960 which is 3,327. Thus, the results of the calculation of Individual Characteristics indicators are 0.550 - 0.864. The highest indicator is (interest) and the lowest is (ability). Employees who have a strong interest will continue to work in the organization because of the desires arising from themselves and have an emotional closeness to the organization. However, the results of the study after the modification of the model showed a low attitude in addressing colleagues in working at the Department of the Environment (Samaarida City), so that the organization reinvested the organization's values and company mission in an employee's attitude and psychological attitude, re-instilling the perceived value of attitudes from surviving in an organization when compared to leaving the organization.

From the calculation results, it shows that the indicators of high interest have high perceptions by employees and the level of attitude of employees tends to be low because employees do not feel pressured through work, therefore if the company wants employee attitudes toward their work to be maximum and level, it is necessary to reconsider interests that suit your needs and talents and also adjusts employee tastes. Does the employee like a challenging job or just the opposite, so it will not cause a lack of attitude in

high work. This means that the individual will wish to contribute maximally to the organization, someone is psychologically bound to the organization that employs him through the deepening of the organization's goals, values and mission.

Effect of Affective Commitment on Employee Performance

Based on the results of statistical calculations, it can be concluded that the Affective Commitment variable has a positive and significant effect on the Employee Performance variable directly. This can be seen from the t-statistic value greater than 1,960 which is 3,327. Thus, from the results of the calculation of the affective commitment variable indicator that is 0.530 - 0.849. The highest indicator is emotional and the lowest is pride. Each job carried out by employees has different characteristics for certain types of work must be completed on time because it has a dependency on other jobs. This shows that an employee will be motivated by high emotional work through an appropriate mechanism. By giving autonomy rights to employees it will increase pride, this will motivate employees to improve their performance as a trusted person who is not lacking direct control from the leadership, motivating employees and to produce the best for the company.

CONCLUSION AND FUTURE RESEARCH

Indicator values that encourage high job characteristics are that employees have the right to make or make their own decisions in the organization. The value of the indicator of job characteristics shows that the most dominant indicator is employee autonomy and the lowest is the indicator of skill variation. The Influence of Job Characteristics on Affective Commitment is due to the high level of employee autonomy in organizations where there is freedom for employees in determining a decision. Thus, the commitment of employees at the Department of the Environment tends to increase. Meanwhile, the Job Characteristics do not affect Employee Performance due to the high level of employee autonomy which can cause Employee Performance to be reduced by the freedom to make their own decisions that can cause employees to not follow the rules in the Department of Environment (Samarinda City).

The value of indicators that drive high Individual Characteristics is the existence of an attitude that can make employees feel happy in determining particular ideas. Individual Characteristic indicator values show that the most

dominant indicator is employee interest and the lowest is employee ability. No effect on Individual Characteristics of Affective Commitments, due to high employee interest but the ability of employees is still lacking, so that the commitment of employees in the Department of Environment (Samarinda City) can be reduced. Meanwhile, the influence of Individual Characteristics on Performance due to the high interest of employees in improving ideas at work can improve Employee Performance.

The value of indicators that drive high Affective Commitment is a sense of love for the organization so that it can make employees feel ownership of the organization. The indicator value of affective commitment shows that the most dominant indicator is emotional employees and the lowest is employee pride in the organization. No Affective Commitment to Performance is caused by a high level of employee love for the Office of the Environment (Samarinda City), which can cause Employee Performance to decrease.

Researchers suggest for researchers in the future, it is necessary to review several components to improve employee performance by paying attention to the amount of work, quality of work, timeliness, attendance and ability of employees to work together. If this can be adjusted by the organization the performance of employees in the organization can improve.

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