

MEDIATION TEST OF AFFECTIVE COMMITMENT ON THE INFLUENCE OF PERCEPTIONS OF ORGANIZATIONAL SUPPORT AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE



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Abstract

Employees play an important role in achieving optimal performance and sustainable competitive advantage as expected. Therefore, special attention needs to be paid to employee development and support. This research aims to analyze and explore the influence of perceptions of organizational support and transformational leadership on affective commitment and employee performance. The population of this study was all employees who worked in the BLUD of Majenang Hospital, Cilacap Regency, Central Java, Indonesia. Sampling in this research used an accidental sampling technique. The data obtained in this research was processed statistically using Structural Equation Modeling (SEM). Based on the results of the data analysis of 278 respondents, this research concludes that POS has no effect on employee performance, but has a positive effect on affective commitment. POS also does not affect employee performance with affective commitment as an intervening factor. Other results show that transformational leadership has a positive effect on affective commitment and employee performance. Transformational leadership also has a positive effect on employee performance with affective commitment as an intervention. The results of this research can theoretically and practically be used by all related parties to improve employee performance and maintain sustainable competitive advantage.

Keywords: Perception of Organizational Support (POS), Transformational Leadership, Affective Commitment, Employee Performance

INTRODUCTION

Performance is a work result that can be achieved in quantity and quality by an employee in carrying out tasks in accordance with the responsibilities given to the employee. Performance is the result of real work in activities or roles in an organization, therefore has an important and interesting role because it has been proven to provide significant benefits. As an organization, serious dedication from employees is needed to achieve optimal work results. Without good performance from all employees, achieving organizational goals will be difficult. According to Silalahi (2021), performance is the implementation and results of individual work following company standards, measured through indicators. An employee will feel pride and satisfaction through the achievements he achieves based on the performance he has given to the organization.

The organization hopes to experience rapid development and achieve high productivity and work commitment. Production factors such as labor, capital, and expertise must support each other to achieve effective and efficient goals. Of these factors, the workforce, especially employee performance, is a determining factor and driver of higher growth (Fong & Snape, 2015). Organizations strive to obtain productive Human Resources (HR) to support organizational effectiveness, innovation, and competitiveness. Employee behavior contributes to the generation of new ideas, leading to organizational-level innovation, which is important for organizational effectiveness and survival (Shanker et al., 2017). Therefore, identifying, investigating, and exploring the factors that encourage, influence, and improve employee performance is an important step.

According to Mathis and Jackson (2001), factors that influence the performance of individual workers include ability, motivation, support received, the existence of the work being done, and the employee's relationship with the organization. Within the scope of this research, the factors in focus involve the support received, measured through perceptions of organizational support, the presence of work performed, understood through transformational leadership, and the employee's relationship with the organization, related to affective commitment.

Perceptions of organizational support reflect employees' trust in rewards from the organization regarding their contributions and welfare. Employees who always try to

maintain and care about financial benefits and relationships as a reciprocal response have a deep desire for this recognition (Park, Newman et al., 2016). Astuty's (2020) findings show that POS has a positive and significant influence on employee performance. POS can be seen as the cooperation or support necessary to do work effectively. Employees always form a general belief about how much the organization values their contributions and pays attention to their welfare, which in the end will further strengthen loyalty and encourage employee performance in the organization. These results are in line with Rusmita et al (2022), Shaheen and Krishnankutty (2018), and Xiong and King (2018) who confirm that POS has a significant positive impact on employee performance in the organizational context. However, Fauzia (2023) found different results, that perceived organizational support did not influence performance.

A deep understanding of individual considerations by transformational leaders creates a climate in which each team member feels personally recognized and supported. Transformational leadership inspires employees through ideal influence, individual consideration, and intellectual stimulation (Avolio et al., 1999). Employees who feel cared for and appreciated by the company and leaders will tend to feel more satisfied and more committed to their work. Findings from (Anggraeni et al., 2023; Ariyanti et al., 2023; Astuty, 2020; and Darmawan, 2023) regarding the relationship between transformational leadership and employee performance show that transformational leadership has a positive and significant influence on employee performance. Nevertheless, Putro et al. (2023) show different results, namely that transformational leadership does not have a significant influence on employee performance.

According to Allen and Meyer (1991), organizational commitment is built from three dimensions, namely affective commitment, continuous commitment, and normative commitment. In this research, affective commitment greatly influences emotional satisfaction, and affective attachment to the organization influences the level of performance and productivity. Research focusing on affective commitment can help understand the relationship between these emotional aspects and performance outcomes. Employees demonstrate affective commitment by being emotionally attached to and identifying themselves with the organization (Allen and Mayer, 1996). Affective commitment, defined

as an individual's desire to be attached to and involved in an organization, reflects a strong emotional connection between employees and the companies where they work. Ariyani et al. (2020) show that affective commitment has a significant positive influence on performance. This finding is also in line with Maimunah et al. (2020), which confirms that affective commitment plays a positive role in improving employee performance.

BLUD RSUD Majenang is a regional general hospital that serves the community in the Cilacap district, especially the west. In recent years, there has been an increase in the workload and complexity of tasks in these hospitals as a result of growth in the number of patients and changes in regulations in the health sector. However, the performance of employees at this hospital fluctuates and does not reach its full potential. Based on an internal survey, it was found that the majority of employees at BLUD RSUD Majenang had a low perception of organizational support. This can include unclear human resource policies, lack of adequate training, and infrastructure constraints that affect employee comfort and work efficiency. For example, there are often delays in meeting office needs and shortages of medical equipment, which hurt employee morale and performance.

Leaders at Majenang Hospital tend to face obstacles in implementing a transformational leadership style. Leaders are less directly involved with employees, less able to inspire the team, and do not provide clear direction to achieve common goals. Lack of effective communication and lack of motivation on the part of leadership causes uncertainty and lack of focus in efforts to achieve optimal performance. The impact is that employees at Majenang Hospital are less motivated to provide the best service to patients and reduce their affective commitment. Limited organizational support and inadequate leadership contribute to reduced work morale, increased levels of absenteeism, and a lack of initiative to improve service quality. In the long term, this could have a negative impact on the public's image and trust in the BLUD RSUD Majenang.

Based on the results of previous research, it shows a gap regarding the influence of perceptions of organizational support and transformational leadership on employee performance. Therefore, further research is needed to confirm these results, by introducing the intervening variable affective commitment.

REVIEW OF LITERATURE

In the context of organizational management, social exchange theory is used to understand the relationship between leaders and subordinates. The concepts of organizational support and transformational leadership can be explained through a social exchange perspective. According to the Social Exchange Theory, which was popularized by John Thibaut and Harold Kelley (1959), it is stated that the satisfaction that people get from a relationship and this satisfaction is the main strength of an interpersonal relationship. In social exchange theory, it is also said that human relationships are analogous to economic relationships, namely related to rewards and costs, where humans view life as a market because humans want rewards that are equivalent to their expenditures. This theory assumes that people will voluntarily enter and stay in social interaction by considering the consequences, namely profit and loss (Udin, 2015). According to SET, when leaders provide autonomy and support to employees, employees tend to respond with positive attitudes and behavior. High-quality relationships between leaders and employees can result in social care, benefits, and high performance (Cheong et al., 2016; Eisenberger et al., 2014).

In social exchange theory, perceived organizational support is considered a reward that employees receive in response to their contributions and involvement (Mahooti et al., 2018). Further research in this context reveals that perceived organizational support not only functions as a response to employees' actions, but also as a factor influencing their behavior and attitudes towards work. Empirical studies show that when organizations provide effective support, whether through employee wellness policies, development training, or open communication, employees tend to feel more connected to the organization. The research results show that employees who have positive perceptions of organizational support are more motivated, have higher levels of job satisfaction, and tend to be committed to organizational goals.

According to Northouse (2013) transformational leadership is a leader who has a high social nature and cares about the common good. Transformational leadership involves leaders' efforts to inspire and motivate their subordinates through a clear vision, strong ethics, and effective communication. In the context of social exchange theory, transformational leadership can be thought of as a leader's investment in the well-being and development of

subordinates, which is expected to result in greater commitment and performance. Empirical research shows that transformational leadership has a positive correlation with levels of intrinsic motivation, which involves the drive and desire of subordinates to do work because of personal satisfaction and self-achievement.

In social exchange theory, affective commitment can be considered as the result of positive exchanges between organizations and employee. Affective commitment can also be influenced by a supportive work environment, including perceptions of organizational support and transformational leadership. When employees feel supported and valued by the organization, and inspired by their leaders, they are more likely to develop strong emotional ties to the organization. Empirical studies show that employees who feel high levels of organizational support and have motivating leaders tend to have higher affective commitment. According to Roberto (2017), affective commitment is the strength of an employee's desire to work for an organization because they agree with the organization's goals and values. According to Kaswan (2012: 293), affective commitment shows the strong emotional desire of employees to adapt to existing values so that their goals and desires to remain in the organization can be realized.

The success or failure of an organization in carrying out its duties is closely related to employee performance. Performance achievement in organizations can be seen as the result of positive exchanges between organizations and employees. If employees feel supported and inspired by transformational leadership, they may be more motivated to provide better performance (Nurjaya, 2021).

Hypothesis Development

In social exchange theory, when organizations develop employees' skills and knowledge through various resources and mechanisms, employees assume that their contributions are valued by the organization and that the organization cares about their well-being. Based on the norm of reciprocity, it will result in an obligation felt by employees to care about the organization and help the organization achieve its goals with the best performance (Rhoades & Eisenberger, 2002). Astuty (2020) found that perceived organizational support had a significant positive effect on employee performance and Rusmita et al (2022) found that perceived organizational support had a positive but not

significant effect on employee performance. Based on this explanation, the hypothesis proposed is as follows:

H1: Perception of organizational support has a positive effect on employee performance

Fauzia (2023) found that perceived organizational support had a significant positive effect on affective commitment, supported by research by Astuty (2020) which stated that perceived organizational support had a significant positive effect on affective commitment. Based on this explanation, the hypothesis proposed is as follows:

H2: Perception of organizational support has a positive effect on affective commitment

Research by Anggraeni et al., (2023) reports that transformational leadership has a significant positive impact on employee performance. Increasing superior discipline by implementing transformational leadership indicators results in increased performance for each employee. In addition, transformational leadership can improve employee work patterns, approaching organizational goals that prioritize profits for the organization itself. Ariyanti et al. (2023), Astuty (2020), and Darmawan (2023) concluded that transformational leadership improves employee performance. Therefore, the hypothesis proposed is as follows:

H3: Transformational leadership has a positive effect on employee performance

Other research also shows that transformational leadership is positively related to affective commitment in organizations in various samples (Mayora & Purwanto, 2019; Suryadinatha & Rahyuda, 2017; Asmony & Husnan, 2017). Therefore, the hypothesis proposed is as follows:

H4: Transformational leadership has a positive effect on Affective Commitment

Hakimian et al. (2016) stated that affective commitment has an impact on employees' innovative work behavior. Employees with affective commitment tend to share knowledge and show more innovation in the organization. Employees who have high affective commitment are highly involved in the organization, produce new ideas and innovative suggestions, and continue to improve performance (Maimunah et al., 2020; Aprilianto et al., 2019; Ariyani, 2020). Therefore, the hypothesis proposed is as follows:

H5: Affective commitment has a positive effect on employee performance

Perceptions of organizational support can influence increased employee performance through affective commitment (Murniasih & Sudharma, 2016). With positive perceptions of organizational support, affective commitment can increase, encouraging increased employee performance (Ardi & Sudarma, 2015). This is in line with research by Casimir et al. (2014) which states that affective commitment mediates the influence of perceived organizational support on employee performance. Employees who feel greater organizational support tend to show affective commitment to the organization, which in turn can improve performance (Xiu et al., 2019). Thus, the hypothesis proposed is as follows:

H6: Perception of organizational support influences employee performance with affective commitment as an intervening variable

Transformational leadership can influence employee performance improvement through affective commitment (Destriyanto & Ayuningtyas, 2017). The research results of Abadiyah & Ilviyah (2022) show that transformational leadership has no effect on employee performance through affective commitment as an intervening variable. Organizations that implement transformational leadership through charisma, intellectual stimulus, individual attention, and inspiration can motivate their employees to show their best performance. Thus, the hypothesis proposed is as follows:

H7: Transformational leadership influences employee performance with affective commitment as an intervening variable.

Based on the explanation above, the relationship between research variables can be depicted in Figure 1.

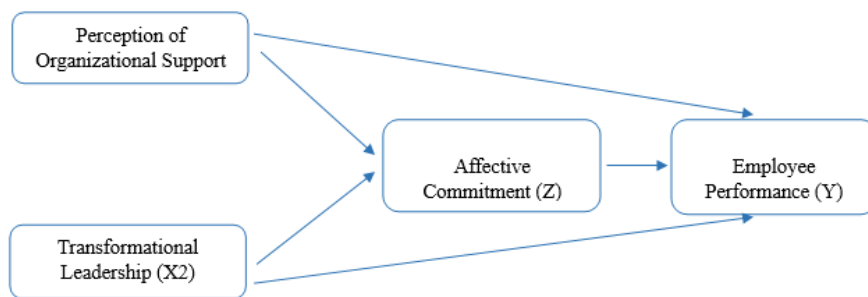


Figure 1.
Research Framework and Hypothesis

RESEARCH METHOD

This research uses a quantitative descriptive method with a questionnaire data collection method prepared using a modified Likert scale method. According to Sugiyono (2016), a measurement scale is an agreement that is used as a reference to determine the length and shortness of the intervals in a measuring instrument, so that when the measuring instrument is used in measurement it will produce quantitative data. With a Likert scale, the variables to be measured are translated into indicator variables. Then these indicators are used as a starting point for compiling instrument items which can be in the form of statements or questions. The answer to each instrument item using a Likert scale has a gradation from very positive to very negative.

The population in this study were employees at the Majenang Regional Hospital, Cilacap Regency, totaling 506 employees consisting of 234 ASN staff and 272 non-ASN staff (as of 1st November 2023). Sampling in this study used an accidental sampling technique, also known as convenience sampling, which is a sampling method in which researchers select subjects or sample elements based on availability and ease of access.

This research uses the variables perceived organizational support, transformational leadership, affective commitment, and employee performance. Indicators for variables are measured using a 5-point Likert scale (from strongly agree to strongly disagree). The research latent variable measurement indicators are presented in Table 1.

Table 1.
Research Variable Indicators

Variable	Indicator
Perceived Organizational Support (Rhoades and Eisenberger, 2002; Eisenberger, R., Huntington, R., Hutchison, S., Sowa, D., 1986)	The organization values employee contributions
	The organization values employee contributions
	The organization pays attention to employee welfare
	Organizations pay attention to employee welfare
	The organization cares about employees
	Organizations care about their employees
	The organization pays great attention to employees
	The organization pays great attention to its employees

	<p>The organization is proud of the work success of its employees</p> <p>The organization is proud of the successful work of its employees</p>
<p>Transformational Leadership (Kirkman, Chen, Farh, Chen, and Lowe: 2009; MacKenzie, Podsakoff, and Rich: 2001)</p>	<p>Describe the organization's vision clearly</p> <p>Explain the organization's vision clearly</p>
	<p>Demonstrate the right role model</p> <p>Set the right example</p>
	<p>Encourage the achievement of shared goals</p> <p>Encourage the achievement of common goals</p>
	<p>Encourage followers to show their best performance</p> <p>Encourage followers to show their best performance</p>
	<p>Show respect for followers</p> <p>Show respect to followers</p>
	<p>Pay attention to the welfare of followers</p> <p>Pay attention to followers' well-being</p>
	<p>Consider follower suggestions before acting</p> <p>Consider followers' suggestions before acting</p>
	<p>Affective Commitment (Vandenberghe, Bentein, and Stinghamber: 2004)</p>
<p>Integrate with the organization</p> <p>Integrated with the organization</p>	
<p>Proud to be part of the organization</p> <p>Proud to be part of the organization</p>	
<p>Connect emotionally with the organization</p> <p>Connect emotionally with the organization</p>	
<p>Employee Performance (Bratton and Gold: 2017)</p>	<p>Work Quality</p> <p>Work Quality</p>
	<p>Work Quantity</p> <p>Quantity of work</p>
	<p>Punctuality</p> <p>Punctuality</p>

	Cooperation ability
	Collaboration ability
	Ability to carry out work
	Ability to carry out work

Source: Astuti. (2020). Asian Journal of Finance, Economics and Business

In this research, data analysis uses the Partial Least Square (PLS) approach. PLS is a variance-based structural equation analysis (SEM) that can simultaneously test measurement models as well as test structural models. PLS assumes that all measures of variance are explained variance so that the latent variable estimation approach is considered a combination of linear and indicator (Abdillah and Hartono, 2015).

Model evaluation in this research includes evaluation of measurement and structural models. Evaluation of the measurement model was carried out to assess the reliability and validity of the indicators forming the latent construct. The measurement model in this research is reflective. Evaluations carried out on the reflective measurement model include (Hair et al, 2010): indicator validity (using factor loading significance criteria), indicator reliability (criterion for an R2 value of not less than 0.5), indicator convergence validity (using AVE (Average Variance Extracted) more than 0.5), internal consistency reliability of indicators per variable (using a Composite Reliability (CR) value of more than 0.7) and discriminant validity of indicators per variable (using Fornell-Larcker and HTMT value criteria). Analysis and evaluation of the structural model is done by testing collinearity (the VIF value criterion is greater than 5), the significance of the path coefficient (the p-value criterion is less than 0.05), the coefficient of determination (R2), and f2 (effect size).

RESULTS AND DISCUSSION

This research was conducted on BLUD employees of Majenang Hospital with a research sample of 278 respondents which can be explained in Table 2.

Table 2.
Respondent Characteristics

No	Respondent	Total	Percentage
1	Gender		

	Man	106	38.10%
	Woman	172	61.90%
2	Age		
	≤ 25 years	16	5.76%
	26 – 35 years	113	40.65%
	36 – 45 years old	97	34.89%
	46 – 55 years old	42	15.11%
	≥ 56 years old	10	3.60%
3	Profession		
	Structural	48	17.27%
	Health Workers (Medical, Nursing, Pharmacy, Midwifery, Public Health, Environmental Health, Nutrition, Physical Therapy, Medical Technician and other Health)	171	61.51%
	Non-Health Personnel	59	21.22%
4	Employee Status		
	ASN	161	57.91%
	Non-ASN	117	42.09%
5	Length of work		
	< 2 years	50	17.99%
	25 years	54	19.42%
	6 – 10 years	38	13.67%
	11 – 15 years	55	19.78%
	> 15 years	81	29.14%

Source: data from the results of this research questionnaire in 2023

Based on the results of the questionnaire validation, there is one invalid indicator, namely the indicator of affective commitment, namely, integration with the organization (AC2) = 0.446. These invalid indicators are then removed and eliminated to perfect this research model. The results of statistical data analysis using SEM with the SmartPLS 3.2.9 software package are as follows.

Table 3.
Test Outer Model

	Affective Commitment	Perceived Organizational Support	Performance of Employees	Transformational Leadership
AC1	0.85			
AC3	0.899			
AC4	0.669			
POS1		0.819		
POS2		0.812		
POS3		0.825		
POS4		0.851		
POS5		0.76		
PoE1			0.801	
PoE2			0.845	
PoE3			0.808	
PoE4			0.733	
PoE5			0.808	
TL1				0.821
TL2				0.845
TL3				0.862
TL4				0.858
TL5				0.858
TL6				0.778
TL7				0.766

Source: SEM-PLS 3.2.9 data processing for this research in 2023

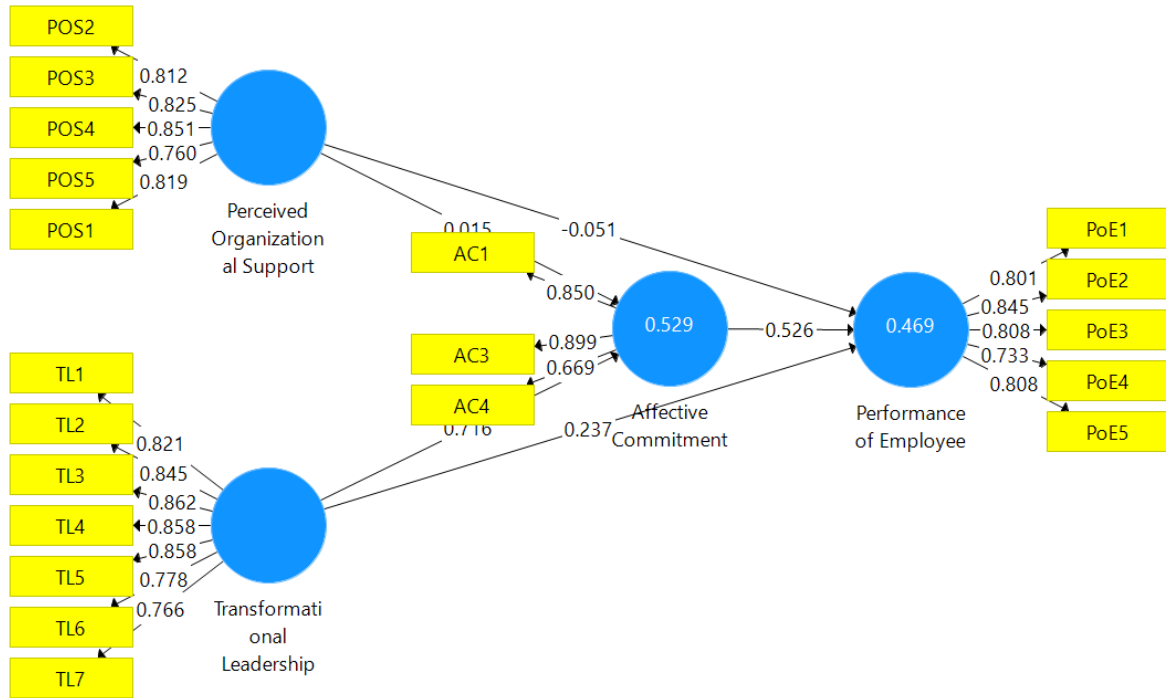


Figure 2.

Research Model

Source: SEM-PLS 3.2.9 data processing for this research in 2023

Table 3 and Figure 2 show that almost all indicators for each variable are above 0.7. Only one indicator of being emotionally connected to the organization (AC 4) = 0.669 is still within the tolerance value because it is development research. This proves that the data in this study has very good convergent validity.

Table 4.

Validity and Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Affective Commitment	0.737	0.778	0.851	0.66
Perceived Organizational Support	0.876	0.897	0.907	0.663
Performance of Employees	0.859	0.861	0.899	0.64

Transformational Leadership	0.923	0.929	0.938	0.685
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Source: SEM-PLS 3.2.9 data processing for this research in 2023

Table 4 shows that the AVE square root value of each variable is above 0.6. This shows that all variables in this study meet the requirements for good discriminant validity. The reliability test results also show that the Composite Reliability and Cronbach's Alpha values are above 0.5. This proves that this research data is reliable and consistent. The next validity test is the Fornell-Larcker Criterion which shows the validity of a variable when a variable has a correlation that is greater than the correlation between different variables.

Table 5.
Fornell-Larcker Discriminant Validity

	Affective Commitment	Perceived Organizational Support	Performance of Employees	Transformational Leadership
Affective Commitment	0.812			
Perceived Organizational Support	0.549	0.814		
Performance of Employees	0.67	0.414	0.8	
Transformational Leadership	0.727	0.746	0.581	0.828

Source: SEM-PLS 3.2.9 data processing for this research in 2023

Table 5 shows that the correlation value of the association construct is higher compared to other constructs, so it can be said that the model has good discriminant validity. The final validity test is by looking at the Heterotrait-Monotrait Ratio (HTMT) value. The required HTMT ratio must be smaller than 1 so that it can be said to meet the discriminant validity assessment (Hair et al. 2010).

Table 6.
Discriminant Validity Heterotrait-Monotrait

	Affective Commitment	Perceived Organizational Support	Performance of Employees	Transformational Leadership
Affective Commitment				
Perceived Organizational Support	0.637			
Performance of Employees	0.826	0.431		
Transformational Leadership	0.858	0.807	0.636	

Source: SEM-PLS 3.2.9 data processing for this research in 2023

None of the Heterotrait-Monotrait Ratio values in Table 6 are above 1, so it can be said that the research model formed from the variables above is valid (Hair et al. 2010).

Table 7.
Path Coefficient Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Affective Commitment -> Performance of Employee	0.526	0.521	0.073	7,205	0.00	Accepted
Perceived Organizational Support -> Affective Commitment	0.015	0.016	0.067	0.225	0.822	Rejected
Perceived Organizational Support -> Performance of Employee	-0.051	-0.043	0.074	0.69	0.49	Rejected
Transformational Leadership ->	0.716	0.718	0.063	11,341	0.00	Accepted

Affective Commitment						
Transformational Leadership -> Performance of Employees	0.237	0.247	0.098	2,417	0.016	Accepted
Perceived Organizational Support* Affective Commitment -> Performance of Employee	0.008	0.008	0.035	0.226	0.821	Rejected
Transformational Leadership* Affective Commitment -> Performance of Employee	0.376	0.373	0.059	6,358	0.00	Accepted

Source: SEM-PLS 3.2.9 data processing for this research in 2023

Table 7 displays the results of hypothesis testing; with a statistical significance value of $t > 1.96$ and p values < 0.05 then a) H1: Perception of organizational support has an insignificant negative effect on employee performance (P values = 0.49; t-Statistics = 0.68); b) H2: Perception of organizational support has an insignificant positive effect on affective commitment (P values = 0.822; t-Statistics = 0.225); c) H3: Transformational leadership has a significant positive effect on employee performance (P values = 0.016; t-Statistics = 2.427); d) H4: Transformational leadership has a significant positive effect on affective commitment (P Values = 0.00; T-Statistics = 11.341); d) H5: Affective commitment has a significant positive effect on employee performance (P Values = 0.00; T-Statistics = 7.205); H6: Perception of organizational support has a positive and insignificant effect on employee performance with affective commitment as an intervening variable (P Values = 0.821; T-Statistics = 0.226); H7: Transformational Leadership has a significant positive effect on employee performance with Affective Commitment as an intervening variable (P Values = 0.00; T-Statistics = 6.358).

Table 8.
R Square Test

	R Square	R Square Adjusted
Affective Commitment	0.529	0.525
Performance of Employees	0.469	0.463

Source: SEM-PLS 3.2.9 data processing for this research in 2023

The R-square value in Table 8 also shows that perceptions of organizational support and Transformational Leadership affect affective commitment by 52.5%. Furthermore, perceptions of organizational support, transformational leadership, and affective commitment simultaneously influence employee performance by 45.3%, and the remainder is influenced by other factors not identified in this research.

The results of this research are significant and concluded that the perception of organizational support did not have a significant influence on employee performance at Majenang Regional Hospital. These findings are in line with organizational support theories which indicate that the relationship between perceived organizational support and employee performance can vary depending on the specific organizational context (Organizational Support Theory, Eisenberger et al., 1986). It is important to note that these results can provide valuable insights for the management of RSUD Majenang and BLUD hospitals in general. Therefore, the management of RSUD Majenang may consider further investment in skills training and leadership development programs. In addition, these findings can be strengthened by similar previous research, such as research by Rusmita et al. (2022), who also found that perceived organizational support did not have a significant influence on employee performance. This shows the consistency of the findings in the context of organizational diversity.

The results show that perceived organizational support has a positive, although not significant, effect on affective commitment. Therefore, organizations can focus more efforts on strengthening interpersonal relationships between employees, management, and coworkers as part of a strategy to increase affective commitment. Organizations may consider developing policies that encourage employee involvement in decision-making or provide opportunities for employees to contribute to organizational development, in the hope that this

will strengthen affective commitment. f. Support for this finding is strengthened by previous research, such as Astuty (2020) and Fauzia (2023), which also highlights the positive role of organizational support on affective commitment. This indicates the consistency of findings in the context of organizational and employee relationships.

The results of this research also show that transformational leadership has a significant positive effect on employee performance. Therefore, organizations can consider developing a more in-depth leadership training program, with a focus on developing transformational leadership skills for leaders and managers at RSUD Majenang. Organizations can consider assessment and recognition systems that provide an appreciation for transformational leadership practices. This may include awards, promotions, or other incentives for leaders who consistently demonstrate a leadership style that improves employee performance. Transformational leadership can be a catalyst for increased employee engagement and commitment. Therefore, organizations can explore initiatives that increase interactions between leaders and subordinates and promote shared values and goals to strengthen employee commitment. This finding is in line with several previous studies that concluded that transformational leadership has a positive and significant effect on employee performance (Anggraeni et al., 2023; Ariyanti & Sawitri, 2023; Darmawan, 2023).

The research results show that transformational leadership has a significant positive effect on affective commitment. Therefore, organizations may consider developing or refining leadership policies that support transformational leadership practices, such as leadership training and mentoring. Implications of these findings may include efforts to strengthen interpersonal relationships between leaders and team members. Initiatives such as collaborative sessions, regular team meetings, or mentoring programs can help build closer relationships and increase affective commitment. Transformational leadership can influence employees' psychological well-being. Therefore, organizations may consider well-being programs that include aspects such as emotional support, work-life balance, and space for professional and personal growth. This finding is in line with several previous studies that concluded that transformational leadership has a significant effect on affective commitment (Mayora & Purwanto, 2019; Suryadinatha & Rahyuda, 2017).

The research results show that affective commitment has a positive effect on employee performance. Therefore, organizations may consider increasing their focus on employee well-being. This can include enhanced wellness programs, psychological support, and attention to employee needs and satisfaction. Based on these findings, organizations can design and implement programs aimed at increasing employee affective commitment. This can involve activities such as training, recognition programs, and other initiatives that can strengthen employees' emotional ties to the organization. Factors such as effective leadership and good communication can influence affective commitment. Therefore, organizations can focus on developing and improving leadership qualities, as well as strengthening communication channels to ensure that employees feel valued and connected to the organization's goals. From a social exchange perspective, employees with affective commitment can create and implement new solutions to increase organizational effectiveness (Montani et al., 2017). This finding is supported by previous research which shows that affective commitment positively increases employee performance (Maimunah et al, 2020; Aprilianto et al, 2019; Ariyani, 2020).

The results show that perceived organizational support has a positive but not significant effect on employee performance, with affective commitment as an intervening variable. The implication is that organizations can increase their focus on strengthening employee affective commitment as a step to improve performance. The practical implication is that organizations can expand leadership training programs with special emphasis on developing leadership skills that can build and maintain employee affective commitment. This may include workshops, team-building activities, or mentoring programs. After implementing programs to increase affective commitment, organizations need to regularly evaluate their effectiveness. This may involve measuring levels of affective commitment, employee satisfaction surveys, and performance analysis. Active leadership in supporting and promoting affective commitment among employees is key to success. Organizations can encourage management to become agents of change in building and maintaining effective commitment. These results are consistent with previous research (Sari & Darmastuti, 2022).

The results show that transformational leadership has a significant effect on employee performance with affective commitment as an intervening variable. Therefore, organizations

can respond by developing transformational leadership training programs to strengthen leadership skills that trigger affective commitment and improve employee performance. Transformational leadership often involves open communication and active engagement. The implication is that organizations can increase the effectiveness of internal communications and encourage employee engagement by promoting a transformational leadership style. Transformational leadership can encourage innovation and creativity among employees. Organizations can respond by creating a culture that supports new ideas, innovative projects, and collaborative work. Organizations can implement comprehensive transformational leadership programs, including training and leadership development that support this leadership style. Organizations need to regularly monitor employee performance and affective commitment levels to evaluate the impact of transformational leadership strategies. Transformational leadership often emphasizes teamwork and collaboration. Organizations can empower teams to collaborate, providing the support and resources necessary to implement new ideas. These results are in line with previous research (Abadiyah & Ilviyah, 2022).

CONCLUSION

This research found that perceptions of organizational support do not influence employee performance at BLUD RSUD Majenang, so management can prioritize efforts on training and development programs to improve employee performance. Clear internal communication can also help improve employee perceptions of organizational support. These findings provide important insights for human resource management in similar hospitals in Indonesia. In addition, this research shows that transformational leadership has a significant positive influence on employee performance at BLUD RSUD Majenang, which encourages organizations to develop transformational leadership training programs as a strategic step. Regular evaluation of the effectiveness of these programs is necessary to ascertain their impact on employee affective commitment and performance.

However, this study has limitations that need to be noted, the removal of one indicator of affective commitment due to validity issues. Therefore, further research with broader construct coverage and more diverse samples in other sectors can deepen our understanding of human resource management. This research provides practical guidance for the

management of RSUD Majenang in improving employee performance and strengthening their relationships with the organization, with the hope of having a positive impact on the effectiveness and sustainability of BLUD RSUD Majenang and similar hospitals in Indonesia.

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