



## THE EFFECT OF AFFECTIVE, CONTINUANCE AND NORMATIVE COMMITMENTS TO EMPLOYEE PERFORMANCE

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### ABSTRACT

This study aims to analyze the effect of normative commitment on employee performance, to analyze the effect of continuance commitment to employee performance and to analyze the effect of affective commitment on employee performance at Plantation companies in the city of Medan. The approach of this research is an associative approach. The population in this study were permanent employees at the Plantation companies in the city of Medan. The sample size can be calculated from the amount of indicator multiplied by 5 to 10. Because this study uses three variables construct overall number of indicators by 30, so that the required sample in this study a minimum of  $10 \times 30 = 300$ . The technique of collecting the data in this study was questionnaires and interviews. The technique of data analysis uses multiple linear regression and is processed using SPSS 22 for windows. The results of this study indicate that there is no significant effect between affective commitment to the performance of employees of plantation companies in the city of Medan. There is a significant influence between continuance commitment to the performance of employees of plantation companies in the city of Medan. There is a significant effect between normative commitment to the performance of employees of plantation companies in Medan.

**Keywords:** *Affective Commitment, continuance, Normative Commitment, Employee Performance*

### 1. INTRODUCTION

Employee performance is the result of employee views on aspects of quality, quantity, working time, and cooperation is achieved by an employee in performing their duties in accordance with the responsibilities given to him to achieve the goals set by the organization (Mangkunagara, 2017), In other words, the performance is a feat that can be achieved by the organization in a given period. the performance of employees in a company at the forefront in achieving the goals and objectives for the company. If the employee's performance is low then it will be difficult for the company to achieve the targets set, therefore it is important for companies to always keep an eye on the performance of employees in order to remain in good shape, even companies should always strive to improve the performance of employees with efforts so that employees do not lose heart in the works. Because the competition is so tight, the company is required to maximize employee performance by determining the organization's commitment as one of the things that affect employee performance.



Organizational commitment is a measure of the willingness of employees to survive with a company in the future. Commitment often reflects the confidence of the employees to the mission and goals of the organization, willingness to do business in completing the work, as well as the desire to continue to work on the organization tersebut. Komitmen organization has three dimensions in the organization that affective commitment, continuous commitment and normative commitment (Parinding, 2017), One of the factors that affect the performance of the employees and also be one-dimensional in the organization is affective commitment, according to (Sutrisno, 2011) affective commitment is the level of psychological attachment to the organization based on how well the feelings of the organization.

Another dimension of organizational commitment by (Umam, 2012) is an Continuance Commitment, continuous commitment with regard to the awareness of the organization so that it will incur a loss if left the organization. Members of the organization with an Continuance Commitment that will continue to be members in the organization because they have a need to be a member of that organization. Things that cause their Continuance Commitment include the age, position and range of facilities as well as various benefits obtained. This commitment will be reduced if there is a reduction of the variety of welfare facilities and acquired employees. Thus the form of an Continuance Commitment karyawan desire is the desire to continue working on the organization because the job requires (Parinding, 2017),

Then other factors that dimension in the organization and can affect the performance of employees is the normative commitment, according to (Umam, 2012) normative commitment describe the feeling of attachment to continue in the organization. Members of the organization with a high normative commitment will continue to be a member of the organization because he felt he should be in the organization. Thus the form of normative commitment is the power of desire of employees to continue to work on the organization because they feel obliged to stay in the organization, this is because of pressure from others. From the theoretical concept of the above organization has been explained that a good performance can be realized if the employee has the organizational commitment where he worked. Thus, the organization's commitment is important for the organization, especially to maintain the continuity and achievement of the goals of the organization. if the employee organizational commitment made by both the performance of employees will also increase (Muis, Jufrizen & Fahmi, 2018),

Based on observations at plantation companies in Medan authors arrive at findings that the decline in the performance of employees in terms of completing the task less time, then the implementation of the daily work is still found time employee break erratic due to the amount of work the employee to achieve the targets that have to be resolved at the time of urgency. and low organizational commitment of employees to the company, it is characterized by a decrease in the employee's responsibility to its obligations in the company. And declining morale of employees who are elderly. As well as the state of the working environment of employees found their complaints to do the job from one unit to another unit due to the employee on leave, sick, did not attend and so forth.

## 2. LITERATURE REVIEW



## Performance

The success and the success of an organization is determined by the quality of its human resources, the higher the quality of human resources in it, it will be the higher the performance will be achieved. Performance is the work of an employee in an organization based on the ability and knowledge. Employee performance is a benchmark for the organization or company to assess the capability, productivity, and provide useful information for matters related to employees (Moeheriono, 2014), The performance is the level of achievement for the implementation of certain tasks and notes on the results obtained from job functions or activities for a certain period and a person's success in executing a job (Simajuntak, 2011), Performance is a result of work achieved in executing the tasks assigned to them based on the skills, experience, and determination as well as time. And is the result of work compared with the assessment standards have been determined. According to (Bangun, 2018) performance is a result of work accomplished person based on the job requirements. A job has certain requirements to be made in achieving the objectives referred to also as someone pekerjaan. Performance standards determined by the ability and motivation to carry out the work, then said to the implementation of the work is determined by the interaction of motivational abilities. Another claim put forward by (Sutrisno, 2011) the performance of the real behavior shown by everyone as the resulting performance by employees in accordance with its role within the company. Meanwhile, according to (Priansa, 2018) explained that the performance is a manifestation of the ability in the form of real work, which is the result of achieved the employees in carrying out tasks and jobs that come from the organization. Performance is something that is very important in ensuring the survival of a perusahaan.ada several factors that affect the performance of an employee, while the factors that affect performance by (Sutrisno, 2011) namely: effectiveness and efficiency, authority and responsibility, discipline and initiative. Next (Priansa, 2018) stated that there are two factors that affect the performance of which is the capability and the motivation factor. The indicators can be a measurement of performance is the quality, quantity, timing, and attitude (Kasmir, 2016), Employee performance is the work of employees from the aspects of working time, quality, quantity, and cooperation to achieve the defined goals of the organization. Meanwhile, according to the indicator (Mangkunagara, 2017) namely: quality of work, quantity of work, reliability and attitude.

## Affective Commitment

Affective commitment is an emotional bond attached to the employees, to identify and involve himself with the organization. Affective commitment can also be said to be a critical determinant for their dedication and loyalty of an employee (Sharif & Yusuf, 2018), An employee who has a high affective commitment, to show ownership of the company, increasing involvement in the activities of the organization, the desire to achieve organizational goals, and keinginnan to be able to remain in the organization. Furthermore affective commitment related to the emotional connection member of the organization, identification with the organization, and the involvement of members with activities in the organization. Members with high organizational commitment will continue to be a member of the organization since it does have a craving for it. affective commitment reflects the strength of individual predisposition to working within the organization because the





individual agrees with the organization and enjoy working in such organizations (Umam, 2012), Affective commitment is the level of psychological attachment to the organization based on how well the feelings of the organisasi. Komitmen in this kind appears to boost the convenience, security and the perceived benefits lai in an organization that is not obtained from other places or organizations (Sutrisno, 2011), Affective commitment is defined as an employee wishes to remain part of the organization, figuring that if he came out, he would face the risk of loss. Affective commitment related to the emotional connection to the organization's members, identifikasi with the organization, and the involvement of members with activities in the organization (Priansa, 2018), As a desire to remain a member of the organization because of the emotional attachment to, and involvement with the organization. They live as they want. Broadly speaking, that the factors that influence affective commitment, namely: organizational characteristics, personal characteristics, organizational support (Syarif and Yusuf, 2018), Individual characteristics, organizational characteristics, work experience (Pathan, Adda & Natsir, 2017), There are several indicators that can be a measuring tool, including the following pimpinan prioritize employee welfare, deepen their knowledge in performance improvement, employee honesty, proficiency in organization (Pathan, Adda & Natsir, 2017), Concern for the organization, sense of belonging, emotional attachment and sense of happiness (Umam, 2012),

### **Continuance Commitment**

Continuance Commitment born out of necessity and urge that commitment as a behavior that occurs because of a dependency on the activities that have been done within the organization in the past and this can not be abandoned because it will hurt. Continuance Commitment can be defined as a member of psychological interest in the organization because of the costs out her responsibility as a consequence organisasi. anggota will tend to have the endurance or the commitment to membership if sacrifices due to the higher out of the organization (Sutrisno, 2011),

Continuance Commitment related to the economic value received if it stays at this organisasi. Komitmen refers to the desire of employees to remain in the organization for their calculation or analysis of the profit or loss in which the perceived economic value of persisting in leaving the organization (Imron, 2018), Continuance Commitment that an employee who may be committed to an employer because he paid a high and feel that the resignation of the company will destroy his family (Syarif & Yusuf, 2018), There are several factors that affect Continuance Commitment is a) those given to the organization, investments include anything of value, such as the time, effort, or money, which must be released individuals leaving the organization and b) other employment alternative, while the alternative is likely to make to other organizations (Syarif & Yusuf, 2018), Continuance Commitment negatively correlated with the number of employment alternatives, this will not have any impact on the rational commitment if employees are not aware of and do not know the consequences. Meanwhile, according to (Umam, 2012), Continuance Commitment factors, namely: Losses when leaving the organization and employees in need of organization. According to (Pathan, Adda & Natsir, 2017) there are several indicators of Continuance Commitment timeliness of work, financial, work facilities and working environment. Furthermore, according to (Umam, 2012) indicator of Continuance



Commitment that has no alternative employment, a sense of loss, a desire to contribute and difficulties.

## Normative Commitment

According to (Priansa, 2018) normative commitment is a commitment that is based on the norms that exist within an employee, an employee shows the confidence of their responsibilities to the organization. Employees feel must endure because of loyalty. The key to normative commitment is an obligation to defend the normative commitment. Normative commitment an obligation felt by employees, that ideally he not move jobs to other organizations. The Normative commitment by (Umam, 2012) ie describe the feeling of attachment to continue in the organization. Members of the organization with a high normative commitment will continue to be a member of the organization because he felt he should be in the organization. Normative commitment is also a feeling of obligation on the employee to remain in the organization because of their sense of indebtedness to the organization. Meanwhile, according to (Sutrisno, 2011) normative commitment is a psychological attachment to the organization's members as a moral obligation to maintain a relationship with the organization. In this regard something encourage members to remain and contribute to the existence of an organization, both material and non-material, is a moral obligation, which is where a person will feel uncomfortable and guilty for not doing anything. The process of formation of normative commitment can develop from a number of individuals felt the pressure during the process of socialization and socialization time for new people coming into the organization. In addition komitmen normative also growing because organizations provide something very valuable for employees who can not be replied back.(Umam, 2012), Factors that influence the normative commitment includes: personal characteristics of the individual, organizational characteristics, and experience for organizing (Umam, 2012), Meanwhile, according to (Syarif & Yusuf, 2018) factors affecting the normative commitment that the pressure of work, awards and the psychological contract. According to (Pathan, Adda & Natsir, 2017), An indicator of normative commitment are the rules of the company, bonus, confidence in the company. Meanwhile, according to (Parinding, 2017) indicator normative commitment is loyalty, was not good to leave the organization and loyal to the organization.

## Conceptual Framework

### Affective Commitment Relationship With Employee Performance

Organizational commitment has meaning strong acceptance in dirin individuals to the goals and values of the company, so that the individual will work as well as having a strong desire to remain in the company (Umam, 2012), In a previous study by (Pane & Fatmawati, 2017) concluded that affective commitment is a significant effect on the performance of employees. The higher the affective commitment of employees that will increase the performance of individual employees. Thus the theory and previous studies over the hypothesis that affective commitment is obtained on the performance of employees. Inversely proportional to the research conducted by (Hanifah, 2016) which concluded that affective commitment has no



significant effect on employee performance, this indicates that the performance shown is not influenced by the affective commitment of employees.

### ***H1: Affective Commitment influence on employee performance***

#### **Continuance Commitment Relationship With Employee Performance**

Continuance Commitment is the desire to remain a member of the organization because of concern over the costs associated when leaving, we stayed because we need (Wibowo, 2013), Results of previous research by showing that Continuance Commitment significantly influence employee performance (Tree and Suryoko, 2016), Similarly, research conducted by (Nurandini & Lataruva, 2014) which states that the sustained commitment has a positive and significant impact on employee performance.

### ***H2: Continuance Commitment influence on employee performance***

#### **Normative commitment Relationship With Employee Performance**

Normative commitment is a psychological attachment to the organization's members as a moral obligation to maintain a relationship with the organization (Sutrisno, 2011), Results of previous research (Pathan, Adda & Natsir, 2017) conclude that normative commitment influence on employee performance. (Harmen & Amanah, 2013) conclude that normative commitment have a significant effect on performance.

### ***H3: Normative commitment influence on employee performance***

## **3. RESEARCH METHODS**

In this study, the authors use associative approach. The population in this study were permanent employees at the Plantation companies in the city of Medan. The sample size can be calculated from the amount of indicator multiplied by 5 to 10. Because this study uses three variables construct overall number of indicators by 30, so that the required sample in this study a minimum of  $10 \times 30 = 300$ . Data collection techniques used in this study were questionnaires and interviews. The data analysis technique used is multiple linear regression.

## **4. RESULTS AND DISCUSSION**

Before conducting an analysis of hypothesis testing, the classic assumption test is required to produce a model of good data. There are three (3) test the classic assumption that must be met, namely normality test, multicollinearity, heterocedasticity test and autocorrelation test. Here is a test to the classic assumption test, whether the four classical assumption is met or not.

### **a. Normality test**

The results show that the normal graph pattern in which the dots are not far from the diagonal line, this means that the regression model is already normal distribution.

### **b. Multicollinearity test**

The test results showed that all of the variables used as predictors of the regression model showed VIF were quite small, all of which are under 10 and more than 0.1 tolerance value.





This means that the independent variables used in the study did not show any symptoms of multicollinearity.

### c. Heteroskedastisitas test

The test results indicate that there is no heteroscedasticity clear patterns and dots randomly spread and spread, either above or below the number 0 on the Y axis This indicates that there is no heterokedastisitas in regression models that decent regression model used to predict the Return On Asset ,

### Multiple Linear Regression

Based on the classic assumption test done can be seen that the normal distribution of data and there is no multicollinearity. This is evidenced by the absence of VIF is more than 10. In the case of test requirements are also not heterokedastisitas indicated by the point spread above and below the number 0 on the axis Y. Therefore, the existing data is eligible to use regression models. From 22:00 SPSS research data obtained by multiple regression test results as follows:

**Table 1. Results of Regression**

Hypothesis	variable Model	t - value	P	results	
H1	AC	JP	0066	0.947	Not Support
H2	CC	JP	2,916	0,005	Support
H2	NC	JP	2,089	0,042	Support

From the table above it can be seen that affective commitment has no significant effect on the performance of employees who have a p-value 0.947. Furthermore, the Continuance Commitment ratio significantly influence employee performance with p value of 0.005, while the normative commitment significantly influence employee performance with a p-value of 0.042.

## Discussion

### Effect of Affective Commitment to Employee Performance

Based on the partial results of hypothesis testing the influence of Affective Commitment to Employee Performance obtained from 0,066  $t < t$  table 2.010 with sig probability  $0.947 > 0.05$ . This means that the hypothesis  $H_0$  is accepted and  $H_a$  ditolak. Dapat concluded that affective commitment partially does not have a significant impact on the performance of employees at PT.Perkebunan Nusantara IV Medan.

This study is in line with the theory put forward (Ghozali, 2011)stating that there is no influence between affective commitment to employee performance. In other words, the effect of affective commitment to employee performance is not supported. This means that affective commitment is not able to improve the performance of employees at Plantation companies in the city of Medan. Further research conducted by (Hanifah, 2016) also stated that affective commitment has no significant effect on the performance of karyawan.Hal shows that the performance shown is not influenced by the affective commitment of employees. It can be concluded that affective commitment has no effect on the performance of employees at



PT.Perkebunan Nusantara IV Medan, meaning that the more comfortable and high benefits are felt by employees, then the higher the employee commitment to the organization.

### **Effect of Continuance Commitment to Employee Performance**

Based on the partial test results influence the Continuance Commitment to employee performance is obtained from  $2.916 > t_{table} 2,010$  with probability  $sig\ 0.005 < 0.05$ . This means that the hypothesis  $H_0$  is rejected and  $H_a$  diterima. Dapat concluded that continuing commitment partially have a significant impact on the performance of employees at PT.Perkebunan Nusantara IV Medan.

The results support the theory (Umam, 2012) that employees with high Continuance Commitment will continue to be a member of the organization because they have a need to be a member of that organization. Then supported by previous studies conducted by (Pane & Fatmawati, 2017) which states that the sustained commitment has a positive influence or significant influence by improving employee performance. It can be concluded that affect Continuance Commitment to employee performance. That is, if the Continuance Commitment with both the right employee performance increased.

### **Normative commitment influence the Employee Performance**

Based on the partial test results influence between Normative Commitment to Employee Performance obtained from  $2,089 > t_{table} 2,010$  with probability  $sig\ 0.042 < 0.05$ . This means that the hypothesis  $H_0$  is rejected and  $H_a$  accepted. It is concluded that the partial normative commitment has a significant impact on the performance of employees in Plantation companies in the city of Medan.

The results of this study are supported by previous studies conducted by (Akbar, Musadieg & Mukzam, 2017) ie if the increase normative commitment, the performance of employees will be increased significantly. Then (Nurandini & Lataruva, 2014) states that normative commitment has a positive and significant impact on employee performance. High normative commitment which will provide high performance. (Tree & Suryoko, 2016) states that normative commitment and significant positive effect on employee performance. It can be concluded that the normative commitments affect the performance of employees at Plantation companies in the city of Medan. That is, if the normative commitment to increase the performance of employees will increase.

## **5. CONCLUSION**

Based on the results of the study, data analysis and the above discussion, it can be concluded on the analysis of the influence of affective commitment, continuous commitment and normative commitment to employee performance at plantation companies in Medan. The conclusion is that there is no influence of Commitment Affective the Employee Performance at Plantation companies in Medan, there is a significant influence Continuance Commitment to employee performance at the Plantation companies in the city of Medan and no significant





effect Normative commitment to employee performance at the Plantation Companies in Medan City.

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