Human Resource Performance Improvement Through Affective Commitment Moderated by Organizational Climate

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Abstract. *This study aims to examine the organizational climate and affective commitment that influence human resource performance. The sample in this study was all human resources in the Public Works and Spatial Planning Service of West Kotawaringin Regency totaling 60 people, using a questionnaire distributed directly via google form to obtain objective data as well as a research instrument. Data analysis using Partial Least Square (PLS) version 3.2.9 with a structural equation model and factor analysis and path analysis to test the hypothesis and assess the mediation effect of the variables. The results of this study indicate that organizational climate has a positive and significant effect on human resource performance of 2.841> t-table (1.671) with a P-Value of 0.002 < 0.05. Affective commitment has a positive and significant effect on human resource performance of 4.499> t-table (1.671) with a P-Value of 0.000 < 0.05 and organizational climate has a positive and significant effect on affective commitment of 1.988> t-table (1.671) with a P-Value of 0.024 < 0.05. moderated regression analysis test, namely there is a moderating effect, namely organizational climate * affective commitment which has an original sample value of -0.179 which is negative with a P-Value of 0.024 < 0.05. Therefore, it can be concluded that organizational climate has a role in weakening affective commitment to human resource performance significantly.*

Keywords: Affective Commitment; Human Resource Performance; Organizational Climate.

1. Introduction

The era of globalization is a major challenge that organizations must face, as the rapid development of information technology has led to the emergence of new competitors, increasing competition between organizations. Organizations are required to adapt and move quickly with change. In facing competition, sophisticated technology alone is not enough to help organizations survive or compete; it must also be supported by reliable

human resources (HR) in their respective fields and able to face challenges/changes that occur. According to Werther and Davis (1996), as quoted by Sutrisno (2009), human resources are "employees who are ready, capable, and alert in achieving organizational goals." Human resources are an important asset in an organization that must be managed well by management. Management needs to pay attention to employees so they can make a positive contribution to achieving company goals and improving organizational performance.

According to Suwatno and Priansa (2016), performance is the act of performing or demonstrating work. Performance can also be defined as work accomplishments, work execution, or the results of performance. Performance is the result of a human process. Performance is the outcome of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contribution to the economy. Thus, performance is about doing work and the results achieved from that work. Performance is influenced by the quality of human resources and commitment. Improving employee performance is closely related to the company's efforts to develop its organizational commitment. Commitment within an organization is crucial as it makes employees feel responsible for their chosen field of work.

Affective commitment is one of the categories of commitment according to Meyer, Allen & Smith (1993), where this commitment is an emotional bond attached to an employee to identify and involve himself with the organization (Kartika, 2011). This affective commitment can also be said to be an important determinant of an employee's dedication and loyalty. The tendency of an employee who has a high affective commitment can show a sense of belonging to the company, increased involvement in organizational activities, a desire to achieve organizational goals, and a desire to be able to remain in the organization (Rhoades, Eisenberger, & Armeli, 2001). Affective commitment has a significant relationship with organizational climate (Mcmurray et al., 2004).

Organizational climate is the configuration of attitudes and perceptions, emotions, and behaviors of organizational members that express important norms, values, and attitudes. This organization is expected to at least help someone in solving their problems, because the organization is expected to unite both economically, socially, intellectually, spiritually, and emotionally (Wahyuni, et al., 2017). Maintaining a positive organizational climate is very important for organizations that want to increase employee affective commitment. By creating a work environment that is fair, supportive, and in line with employee values, organizations can increase employee loyalty, satisfaction, and performance.

Based on previous research by Muhammad Arif Susilo (2023) there is influence There is no significant relationship between organizational climate and employee performance. However, research by Mustika Ramadhani (2023) shows that there is no significant relationship between organizational climate and employee performance.

The State Civil Apparatus Professionalism Index (IPASN) is a statistical measure that describes the quality of the State Civil Apparatus (ASN) based on the educational qualifications, competencies, performance, and discipline of ASN employees in carrying out their job duties. Index The professionalism of ASN of West Kotawaringin Regency according to the target in the 2020 West Kotawaringin Regency Performance Agreement is 77.50% but from the results of the IPASN measurement of West Kotawaringin Regency in 2020 it is 66.06% so it is still below the target. The SKPD that did not achieve the IPASN target is the Public Works and Spatial Planning Office of West Kotawaringin Regency with a value of 60%. Several factors that influence the failure to achieve the ASN Professionalism Index target are: 1) The organizational climate does not support improving employee performance to achieve their performance targets, 2) Low organizational affective commitment for employees to carry out their job duties. With the Research Gap and the phenomenon, it can be interesting to re-examine "Performance Improvement through Affective Commitment Moderated by Organizational Climate".

2. Research Methods

This research is explanatory research. Singarimbun and Effendi (2011) state that explanatory research is research that explains the relationships between research variables through hypothesis testing. This research then explains the relationships and influences of the variables. The research will determine whether the relationships between variables strengthen or weaken the proposed hypothesis. These variables include: Human Resource Performance, Organizational Climate, and Affective Commitment.

3. Results and Discussion

3.1. Respondent Description

This study focuses on human resources at the Public Works and Spatial Planning Agency of West Kotawaringin Regency, with a total of 60 respondents. This number likely covers various levels of positions and functions within the organization, and can provide a fairly good representation of the views and work engagement of human resources at the Public Works and Spatial Planning Agency. With such a large sample, data analysis is likely to produce results that are quite reliable and relevant to the larger population. The questionnaire was distributed using Google Forms, a census method, on April 10-17, 2025, via the WhatsApp application to respondents' mobile numbers to maintain confidentiality.

With 60 questionnaire responses obtained from respondents, this study has sufficient data to conduct analysis. It is important to ensure that the sample adequately represents the entire population, both in terms of respondent characteristics and the scope of the research topic. Furthermore, be sure to check the reliability and validity of the data before conducting further analysis. This allows for a thorough analysis of the collected data to proceed.

3.1.1. Descriptive Analysis of Research Data

Research data description is a crucial first step in the data analysis process. It provides an overview of the characteristics of respondents and how they responded to items that serve as indicators for measuring the variables being studied. This analysis aims to identify patterns or trends in respondent responses and determine the status of the variables being studied at the research site. By describing the data, researchers can gain a deeper understanding of the characteristics of the respondent sample and the validity of the collected data. This provides an important foundation for subsequent data analysis stages in the research.

Through established survey response procedures, the weighting of each statement in the questionnaire can be determined based on the respondents' responses. The weightings assigned to each type of response are as follows:

1. Strongly Agree (SS) Answer: Score 5

2. Agree Answer (S): Score 4

3. Uncertain Answer (R): Score 3

4. Disagree Answer (TS): Score 2

5. Strongly Disagree (STS) Answer: Score 1

By applying these rating weights, you can calculate a total or average score from respondents' responses to each statement in the questionnaire. This allows for analysis of respondents' level of agreement or disagreement with a given statement and provides insight into their views on the research topic. Furthermore, using uniform rating weights facilitates comparison of respondents' responses across groups or across time periods and allows tracking of changes in respondents' views over time. This can provide valuable insights into understanding the variability and dynamics in respondents' responses to a research topic.

3.1.2. Statistical Data Analysis

This research was analyzed using the Structural Equation Modeling technique based on Partial Least Square (SEM-PLS) version 3.2.9 to facilitate processing the obtained data. In analyzing the data, validity (discriminant validity and convergent validity) and reliability were first tested using Partial Least Square (PLS).

The PLS model of this research makes it easy to explain the relationship between each research variable as follows:
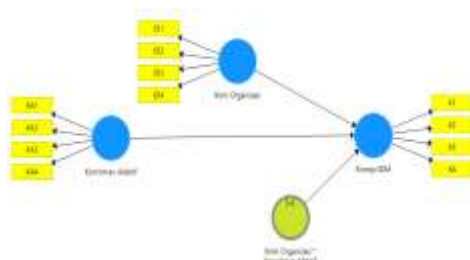
PLS Analysis Model of Research

The model above shows that the affective commitment variable uses four indicators (KA1–KA4), the organizational climate variable uses four indicators (IO1–IO4), and the human resource performance variable uses four indicators (K1–K4). The equation for the model above is:

Y = b1X1 + b2MX1 + c

Information:

Y = Human Resource Performance

b1 = Path Coefficient of Affective Commitment to HR Performance

X1 = Affective Commitment

b2 = Path Coefficient of Moderating Variables on HR Performance

c = Residual Value

3.1.3. Measurement Quality Analysis (Outer Model)

The purpose of Outer Model Analysis is to assess the measurement construct of latent variables and to test the validity and reliability of the indicators. latent variable compiler. According to Ghozali (2014), validity testing is conducted to measure the extent to which research indicators are able to reveal what they measure (latent variables).
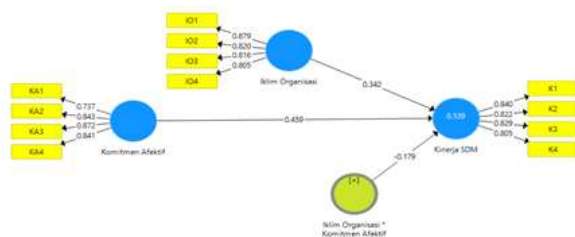
3.1.4. Convergent Validity Analysis

The convergent validity analysis in this study is indicated by the outer loading value and the average variance extracted (AVE). The following table shows the results of the convergent validity analysis:

Results of Convergent Validity Test Analysis

Construct Indicators	Organizational Climate	Organizational Climate * Affective Commitment	HR Performance	Affective Commitment
IO1	0.879			
IO2	0.820			
IO3	0.816			
IO4	0.805			
Organizational Climate * Affective Commitment		0.935		

K1			**0.840**	
K2			**0.822**	
K3			**0.829**	
K4			**0.805**	
KA1				**0.737**
KA2				**0.843**
KA3				**0.872**
KA4				**0.841**

Source: Processing of questionnaire data from the Public Works and Spatial Planning Service of West Kotawaringin Regency, 2025.

According to Table 4.6, it can be seen that the outer loadings value for each construct is higher than 0.5, and the AVE value obtained is also proven to be greater than 0.5. Therefore, it can be concluded that all construct indicators are proven to meet the validity elements or can accurately describe each research construct.

3.1.5. Structural Model Analysis (Inner Model)

The inner model analysis in this study includes the coefficient of determination and hypothesis testing.

3.1.6. Coefficient of Determination

The coefficient of determination analysis in this study used one independent variable, indicated by the R-Square value. The following table shows the results of the coefficient of determination test:

Results of the Determination Coefficient Test

Construct	R Square	R Square Adjusted
HR Performance	0.539	0.514

Source: Processing of questionnaire data from the Public Works and Spatial Planning Service of West Kotawaringin Regency, 2025.

Table shows that the R-Square value is 0.539, or 53.9%. This means that the affective commitment variable is able to explain and predict 53.9% of human resource performance, while the remaining 46.1% is explained and predicted by variables outside the research. Therefore, the model is considered quite robust.

3.1.7. Hypothesis Testing

The hypothesis test analysis (t-test) in this study is indicated by the calculated t-value and the significance value of the t-test (Sig. t-test/P-Value). The following table shows the analysis results:

Hypothesis Test Results

Hypothesis	Regression Coefficient	t-count	t-table	P-Value	Information
H1: Organizational climate influences human resource performance	0.342	2,841	1,671	0.002	H1 accepted

H2: Affective commitment influences human resource performance	0.459	4,499	1,671	0,000	H2 accepted
H3: Organizational climate * affective commitment to human resource performance	-0.179	1,988	1,671	0.024	H3 is accepted

Source: Processing of questionnaire data from the Public Works and Spatial Planning Service of West Kotawaringin Regency, 2025.

In accordanceTable can identify the results of the research hypothesis test as follows:

a. Organizational climate influences human resource performance

The regression coefficient of organizational climate on human resource performance is 0.342, thus stating that organizational climate has a positive effect. The t-value of organizational climate on human resource performance is 2.841 > t-table (1.671) with a P-Value of 0.002 < 0.05. Therefore, organizational climate is proven to have a positive and significant effect on human resource performance, so the hypothesis stating that organizational climate has an effect on human resource performance can be accepted.

b. Affective commitment influences human resource performance

The regression coefficient of affective commitment on human resource performance is 0.459, thus it is stated that affective commitment has a positive effect. The calculated t-value of organizational commitment on human resource performance is 4.499 > t-table (1.671) with a P-Value of 0.000 < 0.05. Therefore, affective commitment is proven to have a positive and significant effect on human resource performance, so the hypothesis stating that affective commitment has an effect on human resource performance can be accepted.

c. Organizational climate moderates the influence of affective commitment on human resource performance.

The regression coefficient of organizational climate moderating affective commitment on human resource performance is -0.179 so that it is stated that organizational climate moderates negatively. The calculated t-value of organizational climate * affective commitment on human resource performance is obtained at 1.988 > t-table (1.671) with a P-Value of 0.024 < 0.05. Therefore, organizational climate moderates the influence of affective commitment which is proven to have a positive and significant effect on human resource performance so that the hypothesis stating that organizational climate moderates affective commitment on human resource performance can be accepted.

3.2. The Influence of Affective Commitment on Human Resource Performance

According to the results of the hypothesis analysis or t-test, affective commitment has been shown to have a positive and significant influence on human resource performance at the Public Works and Spatial Planning Department of West Kotawaringin Regency. These results indicate that the higher the affective commitment to work, the higher the performance.

The influence of affective commitment on human resource performance, each of which has its own measurement indicators, can be related to the fact that the higher the level of emotional attachment to the organization where they work, the higher the employee's

feeling of being part of the company, the greater the sense of pride in the organization and the employee's feeling happy to spend their career at the company, the higher the quality, quantity, responsibility and punctuality of human resources.

The results of the affective commitment variable loading factor obtained the highest loading value is the indicator of employees feeling happy spending their careers at the company, while the results of the human resource performance variable loading factor obtained the highest loading value is the indicator of punctuality. These results indicate that a high level of employee feeling happy spending their careers at the company can have a positive impact on punctuality.

The results of the affective commitment variable loading factor showed that the lowest loading value was the indicator of emotional attachment to the organization where he works, while the results of the human resource performance variable loading factor showed that the lowest loading value was the indicator of quantity. These results indicate that a high emotional attachment to the organization where he works can have a positive impact on quantity. High emotional attachment in carrying out tasks tends to improve work quantity better.

The results of this study support the results of previous research, namely the study by Herwan Abdul Muhyi (2021) which explained that there is a significant influence of affective commitment on employee performance.

3.2.1. The Influence of Organizational Climate on Human Resource Performance

According to the results of the hypothesis analysis or t-test, organizational climate has been shown to have a positive and significant influence on human resource performance at the Public Works and Spatial Planning Agency of West Kotawaringin Regency. These results indicate that the stronger the organizational climate at work, the higher the human resource performance.

The influence of organizational climate on human resource performance, each of which has indicators of responsibility, warmth, support and conflict, will increase the quality, quantity, responsibility and timeliness of human resources.

The results of the loading factors for the organizational climate variable showed that the highest loading value was for the responsibility indicator, while the results of the loading factors for the human resource performance variable showed that the highest loading value was for the punctuality indicator. These results indicate that high responsibility can have a positive impact on punctuality. A sense of responsibility tends to improve the quality of human resources' work results, helping them achieve goals or perform tasks better.

The results of the factor loadings for the organizational climate variable showed the lowest loading value for conflict, while the results of the factor loadings for the human resource performance variable showed the lowest loading value for the quantity indicator. These

results indicate that increased conflict can have a positive impact on quantity. Conflict tends to increase quantity, leading to better task performance. These results support previous research by Azhari et al. (2022) which found that organizational climate has a significant influence on the performance of PT. BNI Tbk.

3.2.2. Organizational Climate Moderates the Effect of Affective Commitment on Human Resource Performance

According to the results of the hypothesis analysis or t-test, it is proven that organizational climate moderates affective commitment and is able to provide a negative or weakening and significant role in human resource performance at the Public Works and Spatial Planning Agency of West Kotawaringin Regency. These results mean that organizational climate is able to play a role in weakening affective commitment to human resource performance significantly.

4. Conclusion

This research problem begins with the gap phenomenon, namely the State Civil Apparatus Professionalism Index (IPASN) which is a statistical measure that describes the quality of the State Civil Apparatus (ASN) based on educational qualifications, competencies, performance, and discipline of ASN employees in carrying out their duties. The ASN Professionalism Index of West Kotawaringin Regency according to the target in the 2020 West Kotawaringin Regency Performance Agreement is 77.50% but from the results of the 2020 IPASN measurement of West Kotawaringin Regency is 66.06% so it is still below the target. The SKPD that did not achieve the IPASN target was the Public Works and Spatial Planning Office of West Kotawaringin Regency with a value of 60%. Several factors that influence the failure to achieve the ASN Professionalism Index target are: 1) The organizational climate does not support improving employee performance to achieve its performance targets, 2) Low organizational affective commitment for employees to carry out their duties. Based on the results of the hypothesis test, the 3 hypotheses in this study can be accepted, as follows: 1. Organizational climate has a positive and significant impact on human resource performance. This indicates that organizational climate makes a strong contribution to human resource performance. 2. Affective commitment has a positive and significant impact on human resource performance. This indicates that affective commitment has a significant influence on human resource performance. 3. Organizational climate negatively and significantly moderates affective commitment. This means that organizational climate has a weakening effect on human resource organizational commitment. Based on the moderated regression analysis test, it was proven that organizational climate moderates affective commitment and can have a negative or weakening and significant role on human resource performance at the Public Works and Spatial Planning Agency of West Kotawaringin Regency. These results mean that organizational climate can play a role in weakening affective commitment to human resource performance significantly.

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