

Delegative Leadership on Human Resource Performance with Affective Commitment as a Mediation

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Abstract. *This study aims to analyze the role of Delegative Leadership in improving Human Resources (HR) Performance at the Tanjung Emas Customs and Excise Supervision and Service Office through Affective Commitment as a mediating variable. This study uses an explanatory approach to test the relationship between variables and the formulated hypotheses. The study population includes all 253 HR in the office, with a sample of 114 respondents taken using a non-probability sampling technique through convenience sampling. Primary data were obtained through a closed-ended questionnaire using a 1–5 Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." This instrument was used to measure respondents' perceptions of the variables studied. Data analysis was performed using the Partial Least Squares (PLS) method to examine the relationships between variables in the structural model. The results of the study indicate that Delegative Leadership has a positive and significant effect on Affective Commitment and HR Performance. Furthermore, Affective Commitment also has a positive and significant effect on HR Performance. These findings indicate that improving delegative leadership styles can strengthen employees' emotional engagement while improving their performance in the customs sector.*

Keywords: *Affective Commitment; Delegative Leadership; Human Resource Performance.*

1. Introduction

Human resources who are loyal to the organization are the most important asset to achieve goals.(Miller, 2019). The behavior of human resources in an organization, whether they are at the leadership or subordinate level, is very important because it will have a big impact on the achievement of organizational goals.(Assensoh-Kodua, 2019).

The quality of Human Resources (HR) is an important and strategic tool to improve, renew and enhance the performance of both bureaucratic organizations that focus on non-profit public services and private organizations or foundations that focus on profit services.(Kruyen & Van Genugten, 2020). Quality human resources will have an impact on public services, which is expected to result in good governance.(Rita Kardinasari et al., 2019). The strong public demand for better services has encouraged various government institutions to improve their prime work performance. (Rivai, 2020).

Leadership and HR performance are two elements that support each other in managing an organization.(Tien Dung & Van Hai, 2020). Modern leaders must have the ability to manage change, face global challenges, and build relationships with diverse stakeholders around the world.(Afsar & Umrani, 2020)One of the leadership patterns that is currently widely used is delegative leadership.(Kholis et al., 2023).

In a delegative leadership style, members of the organization are expected to solve their own problems, the leader rarely gives direction, and decision-making is left to subordinates.(Wulandari et al., 2021).In carrying out his duties as a leader, this delegative leadership style shows typical leader behavior.(Achmad Zulfikar et al., 2019).

Delegative leadership is a leadership style used by a leader to lead his talented subordinates so that they can carry out activities that the leader previously could not do for various reasons.(Elpisah & Hartini, 2019)This leadership style is very suitable if the employees have high motivation and ability.(Wisnu Prasetya et al., 2017). Zulfikar et al (2019)states that leadership style is related to the way managers organize and influence their employees to achieve organizational goals.

Previous research confirms the role of leadership in improving HR performance, such as the results of this study.which shows thatDelegative leadership is positively related to employee performance(Kholis et al., 2023). Whereas (Dwi Sanjaya et al., 2022)states the opposite, that delegative leadership does not have a significant influence on HR performance.Therefore, there is still a gap in research findings regarding the role of leadership in improving HR performance. This study proposes affective commitment as a mediating variable. The relationship between effective leadership and employee commitment is crucial for maintaining stability and productivity within an organization.(Donkor & Zhou, 2020). Leaders who are able to understand and appreciate the role of commitment can motivate employees to remain loyal to the organization and contribute maximally.(Mohammad Fathi Almaaitaha et al., 2020).

Leadership and commitment are interrelated and influence each other and are two important factors in an organization's success. Good leadership in an organization can contribute to increased employee commitment.(Moyo, 2019)When a leader is able to provide clear direction, inspire, and create a positive work environment, this can influence employees to feel more committed to the organization and want to continue contributing.(Tien Dung & Van Hai, 2020).

HR commitment refers to the level of involvement, dedication and loyalty of employees towards the organization where they work.(Ghosh & R, 2014)This commitment can take various forms, including commitment to the organization's vision and mission, commitment to coworkers, and commitment to achieving shared goals. Human resource commitment is important because committed employees tend to be more motivated, productive, and likely to stay with the organization longer.(Saleem et al., 2019).

There are three types of HR commitment that are often identified. (Amernic & Aranya, 2005)Affective commitment: Employees feel emotionally attached to the organization, are happy working there, and feel connected to the organization's values. Continuance commitment: Employees feel attached to the organization because they find it difficult to leave, for example due to the cost of moving or the difficulty of finding a new job. Normative commitment, on the other hand, is demonstrated by employees feeling obligated to remain loyal to the organization due to moral or ethical values. Human resource performance refers to the extent to which employees achieve the goals and objectives set by the organization, including how employees carry out their duties and responsibilities effectively and efficiently.(Kuhail et al., 2020).

2. Research Methods

This study examines the relationships between variables and tests previously formulated hypotheses. Because of the hypotheses to be tested, this study is considered explanatory research. Explanatory research is research that explains the causal relationship between the independent variable, delegative leadership, and the dependent variables, affective commitment and HR performance.

3. Results and Discussion

3.1. Respondent Description

Respondent descriptions can provide an initial overview of the research respondents' profiles, thus obtaining accurate information about the parties providing answers or research data. This study used 114 respondents at the Tanjung Emas Semarang Customs and Excise Supervision and Service Office. The research was conducted by distributing research questionnaires from May 12-21, 2025. This description contains relevant information on how the respondents' characteristics are viewed in terms of gender, age, education, and length of service.

3.1.1. Gender

The characteristics of respondents used in this study can be classified based on gender as follows:

Table

Respondent Description by Gender

Gender	Frequency	Percentage
Man	75	65.8
Woman	39	34.2
Total	114	100.0

Source: Data processing results, 2025.

Table above shows that 75 respondents (65.8%) were male and 39 respondents (34.2%). These data indicate that there are more men than women. This significantly supports the work process at the Tanjung Emas Semarang Middle Customs and Excise Supervision and Service Office. Male employees tend to be more stable in dealing with work stress, more courageous in making risky decisions, and excel in jobs that require physical strength.

3.1.2. Age

The characteristics of the respondents used in this study can be classified based on age level as follows:

Table

Respondent Description by Age

Age	Frequency	Percentage
20 - 30 years	44	38.6
31 - 40 years old	46	40.4
41 - 50 years old	17	14.9
> 50 years	7	6.1
Total	114	100.0

Source: Data processing results, 2025.

The data presentation in Table shows that the number of respondents aged 20-30 years was 44 respondents (38.6%), aged 31-40 years was 46 respondents (40.4%), aged 41-50 years was 17 respondents (14.9%), and there were 7 respondents (6.1%) aged over 50 years. From the data above, it can be seen that the largest number of respondents were in the age range of 31-40 years. This means that in organizations generally there are more young employees, where they still have a high enthusiasm for seeking experience in working, so they are expected to have a strong commitment to the organization.

3.1.3. Last education

The characteristics of the respondents used in this study can be classified based on their last education as follows:

Respondent Description According to Last Education

Education	Frequency	Percentage
High School/D1/D3	14	12.3
S1	94	82.4
S2	6	5.3
Total	114	100.0

Source: Data processing results, 2025.

Based on Table above, it can be seen that the majority of respondents had a bachelor's degree, namely 94 respondents (82.4%), and the remaining 14 respondents (12.3%) had a high school/D1/D3 degree, and 6 respondents (5.3%) had a master's degree. These results indicate that the majority of employees have a bachelor's degree. The large number of highly educated employees is expected to have skills that are in line with the needs of the organization, so that they can contribute to its performance.

3.1.4. Length of work

The characteristics of the respondents used in this study can be classified based on the length of time they have worked as follows:

Respondent Description According to Length of Service

Years of service	Frequency	Percentage
5 - 10 years	59	51.8
11 - 20 years	38	33.3
21 - 30 years old	13	11.4
> 30 years	4	3.5
	114	100

Source: Primary Data Processing Results, 2025.

Table shows that the majority of respondents (59 respondents) had worked between 5-10 years. 38 respondents (33.3%) had worked between 11-20 years, 13 respondents (11.4%) had worked between 21-30 years, and 4 respondents (3.5%) had worked more than 30 years. These findings indicate that most respondents have not yet gained much work experience. Therefore, employees need in-depth knowledge of the processes and dynamics within the agency.

3.2. The influence of delegative leadership style on HR performance

This study demonstrates that Delegative Leadership has a positive and significant impact on HR performance. These results provide evidence that the better Delegative Leadership, the more HR performance in the customs sector tends to improve.

Delegative leadership has a positive and significant effect on the affective commitment of human resources at the Tanjung Emas Customs and Excise Supervision and Service Office because this leadership style provides employees with the freedom to make decisions and be responsible for their tasks independently. By being given this trust and freedom, employees feel valued and trusted by their leaders, thereby increasing their sense of emotional attachment to the organization. High affective commitment means employees have strong intrinsic motivation and loyalty to the office, so they are more motivated to work well and contribute optimally. Therefore, delegative leadership is able to build positive relationships that encourage increased loyalty and emotional commitment of human resources in carrying out their duties in the office. Several previous studies also confirm the findings that Delegative leadership has a role in human resource performance.(Achmad

Zulfikar et al., 2019; Dwi Aprillianto & Sudiro, 2022; Kholis et al., 2023; Wisnu Prasetya et al., 2017).

Delegative Leadership in this study is measured from the reflection of four indicators. namely indicators Assigning tasks to subordinates with minimal direction, Assigning tasks according to subordinates' abilities, Establishing relationships with external parties, and Delegating responsibility to subordinates to find ways to achieve goals. These four aspects are able to encourage Human resource performance in this study was measured using five indicators. namely indicators Work Quality, Quantity, Timeliness, Effectiveness, and Independence.

The Delegative Leadership variable with the highest outer loading value is the indicator of assignments tailored to subordinates' abilities. Meanwhile, the Human Resource Performance variable with the highest outer loading value is represented by the work quality indicator. These findings indicate that when assignments are given according to subordinates' abilities, their work quality tends to improve. In other words, assigning appropriate tasks based on individual capacity positively contributes to improving human resource performance.

Conversely, in the Delegative Leadership variable, the indicator with the lowest outer loading value is delegation of responsibility to subordinates to find ways to achieve goals. In the Human Resource Performance variable, the indicator with the lowest value is independence. These results indicate that the more effective leaders are in delegating responsibility to subordinates, especially in providing freedom to determine how to achieve goals, the better the level of subordinate independence will be. Thus, appropriate delegation can encourage increased employee independence, which in turn contributes to overall organizational performance.

3.2.1. The influence of delegative leadership style on affective commitment

This study demonstrates that delegative leadership has a positive and significant effect on affective commitment. These results provide evidence that the better the delegative leadership, the more affective commitment tends to increase.

This study shows that delegative leadership style has a positive and significant influence on the affective commitment of human resources (HR) at the Tanjung Emas Customs and Excise Supervision and Service Office. This means that when leaders give subordinates more freedom to make decisions and carry out their duties independently, it increases employees' sense of emotional attachment and loyalty to the organization. In other words, delegative leadership can strengthen employees' emotional bonds, making them more emotionally committed to supporting the organization's goals and success. Previous research has shown that delegative leadership has a positive and significant influence on employee commitment.(Achmad Zulfikar et al., 2019).

Delegative Leadership in this study is measured from the reflection of four indicators. namely indicators Assigning tasks to subordinates with minimal direction, assigning tasks according to subordinates' abilities, building relationships with external parties, and delegating responsibility to subordinates to find ways to achieve goals. These four aspects are capable of increasing affective commitment in this study, as measured by five indicators. namely indicators Loyalty, Pride, Participation, Considering their organization to be the best, and being emotionally attached to the organization where they work.

The Delegative Leadership variable shows that the indicator with the highest outer loading value is assignments that match subordinates' abilities, while the Learning Orientation variable has the highest outer loading value is loyalty. This indicates that the more effective a leader is in assigning work that matches subordinates' abilities, the more likely subordinates are to have higher loyalty to the organization. In other words, appropriate assignments have a positive impact on employee engagement and loyalty.

In contrast, for the Delegative Leadership variable, the indicator with the lowest outer loading value was delegating responsibility to subordinates to find ways to achieve goals, and for the Learning Orientation variable, the lowest indicator was the perception that their organization was the best. These findings suggest that the better a leader delegates responsibility to subordinates to find ways to achieve goals, the more likely subordinates are to perceive their organization as the best. In other words, effective delegation can increase subordinates' sense of pride and appreciation for the organization.

3.2.2. The influence of affective commitment on HR performance

This study demonstrates that affective commitment has a positive and significant impact on HR performance. These results provide evidence that the stronger the affective commitment, the more HR performance in the customs sector tends to improve.

This study shows that affective commitment has a positive and significant influence on human resource (HR) performance at the Tanjung Emas Customs and Excise Supervision and Service Office. This means that the higher the level of employee affective commitment—that is, feelings of emotional attachment, loyalty, and a desire to remain part of the organization—the better the performance demonstrated by those employees. Strong affective commitment makes employees more motivated to provide optimal contributions in their work, thus positively impacting the achievement of organizational goals and increasing overall productivity. These results are consistent with previous findings, showing that strong emotional attachment to the organization improves employee work performance. (Kaur & Mittal, 2020; Kuhal et al., 2020).

Affective commitment in this study is measured by five indicators. namely indicators Loyalty, pride, participation, considering one's organization the best, and being emotionally attached to the organization where one works. These five aspects contribute to improving

HR performance in this study, measured by the reflection of five indicators. namely indicators Work Quality, Quantity, Timeliness, Effectiveness, and Independence.

The Learning Orientation variable showed the highest outer loading value on the Loyalty indicator, while the Human Resources (HR) Performance variable had the highest outer loading value on the Work Quality indicator. These findings indicate that increased employee loyalty is positively correlated with improved work quality. In other words, the stronger an employee's loyalty to their organization, the better the quality of work they can achieve.

On the other hand, the Learning Orientation variable had the lowest outer loading value for the indicator "Considering their organization is the best," while the Human Resources Performance variable recorded the lowest value for the Independence indicator. This implies that if employees view their organization as the best place to work, it can encourage their level of independence in their work. This means that a positive perception of the organization can increase employees' ability to work independently and responsibly in carrying out their duties.

4. Conclusion

Based on the background of the research problem and research gap between the role of leadership and HR performance, the answer to the research question that arises is: 1. Delegative leadership has a positive and significant impact on HR performance. These results provide evidence that the better the delegative leadership, the more HR performance in the customs sector tends to improve. 2. Delegative leadership has a positive and significant effect on affective commitment. These results provide evidence that the better the delegative leadership, the more affective commitment tends to increase. 3. Affective commitment has a positive and significant impact on HR performance. These results provide evidence that the better the affective commitment, the more HR performance in the customs sector tends to improve.

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