

**THE ROLE OF AFFECTIVE COMMITMENT IN MEDIATING
THE EFFECT OF EMPLOYEE COMPETENCY, TRAINING
AND ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE
(Empirical Study at The Class I Agriculture Quarantine Semarang)**

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Abstract: The purpose of this study was to analyze the role of affective commitment in mediating the influence of employee competencies, training, organizational culture on employee performance. The population in this study were employees of the Class 1 Agricultural Quarantine Semarang, which numbered 100 employees. The sampling method uses the census method. The data were analyzed using Partial Least Square.

This study shows that employee competency, training, and organizational culture have a significant positive effect on affective commitment. Affective commitment, employee competency, and organizational culture have a significant positive effect on employee performance. Training does not affect employee performance. Affective commitment can mediate in full (complete) the influence of employee competency, training, organizational culture on employee performance.

Keywords: *employee competency, training, organizational culture, affective commitment, employee performance.*

Introduction

An Organization is a system of activities or forces that are coordinated consciously by two or more people. The Organization is a social invention that helps us achieve collective results that we cannot achieve alone (Kreitner and Kinicki, 2014). Organizations must implement strategies to make them come alive in their daily work. Noe, Hollenback, Gerhart, and Wright (2014) state that organizational strategy will follow certain HR needs that it wants to pursue after an organization chooses its strategy. For the company, to have a good strategic basis, certain tasks must be completed to pursue company goals. Five important variables determine the success of strategy execution: organizational structure, task design, selection, training and people development, reward systems, and types of information and information systems. Performance management is used to ensure that employees' activities and results are in line with organizational goals. Performance management involves determining the activities and their results that will result in the company's success in implementing the strategy (Noe et al., 2014). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities assigned to him (Mangkunegara, 2017). Organizations must be supported by human resources who have competence in their fields to

achieve optimal performance in the framework of good governance (good governance). Mangkunegara, (2017) states that one of the factors that influence performance is the ability factor, psychologically the ability consists of potential abilities (IQ) and reality abilities (knowledge and skills). Noe et al., (2014) suggest that several skills can be instilled in employees through training and development. Training refers to efforts that are planned to facilitate the learning process about work-related knowledge, skills, and employee behavior. Kreitner and Kinicki (2014) argue that employee performance is influenced by organizational culture, while Creemers and Reynold (1991) define organizational culture as the overall norms, values, beliefs, and assumptions of members.

An empirical study of the influence of employee competence, training, and organizational culture on performance was suggested by several researchers. Yu and Ramanathan (2012), Sutedjo and Mangkunegara (2013), Vucovic et al., (2014) found that employee competence affects employee performance. Herrero et al., (2011), Fransen et al., (2012), Assem and Dulewics (2014), Sharma (2014) found that proper training provides support for improving employee performance. Stare (2011), Ahmad (2012), Murph, et al., (2013), Shahzad et al., (2013), Risianto (2018) added that organizational culture plays a role in improving performance.

Several empirical studies have found that competence affects employee performance. Yu and Ramanathan (2012), Sutedjo and Mangkunegara (2013), Vucovic et al., (2014). In contrast to the research of Sutton and Watson (2013) who found that competence does not affect performance. To overcome the difference or gap, the affective commitment variable is included as a mediating variable. Allen and Meyer (1991) define affective commitment as an employee's emotional attachment, which identifies and engages with organizations Lotunani et al., (2014), Yamao and Sekiguchi (2015) in their research found that employee competence affects commitment.

The effect of training on organizational commitment in research conducted by Newman et al., (2011), Yang et al., (2012), the results of their research found that training affected affective commitment. Other studies on the influence of organizational culture on commitment conducted by Parra and Castillo (2013), Pinho et al., (2014), Shim et al., (2015) found that organizational culture affects commitment.

This research was conducted at Class 1 Agricultural Quarantine Center in Semarang. The vision and mission of the Agricultural Quarantine Agency are to become a strong and trusted agency in protecting the preservation of animal and plant biological natural resources, the environment, and diversity and food security. Animal, fish, and plant quarantine is an action as an effort to prevent the entry and spread of animal pests and diseases, fish pests and diseases, or plant-disturbing organisms from abroad and from one area to another in the country, or out of the territory of the Republic of Indonesia. In Indonesia, the employees of the Class 1 Semarang Agricultural Quarantine Office from February - July 2018 were not maximal.

This study aims to analyze the performance problems of the Class 1 Semarang Agricultural Quarantine Office employees who are not maximal in carrying out their main duties and functions. Based on the above phenomena, researchers need to further examine employee performance related to competence, training, and organizational culture mediated by affective commitment.

Literature Review

Training

Zainal et al., (2015) define training as an activity to improve performance. Training is related to the skills and abilities of employees to carry out their current jobs. Training has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their jobs. Training is a short-term educational process that uses a systematic and organized procedure in which non-managerial employees learn technical knowledge and skills for a limited purpose. Training is aimed at implementing employees to improve technical knowledge and skills (Mangkunegara, 2017). Meanwhile, Handoko (2012) training is an effort to improve the mastery of various skills and technical implementation of certain, detailed, and routine work. Training prepares employees for current jobs. Training is a planned effort to facilitate employee learning about work-related knowledge, skills, and behaviors (Noe et al., 2014).

Organizational Culture

A strong organizational culture will give the organization disability. There are many components in the smallest detail in compiling an organizational culture. For some organizations, culture can be a major obstacle to change (Robbins and Judge, 2017). Organizational culture is a system of sharing meaning carried out by members that differentiate an organization from other organizations (Schein, 1983). Organizational Culture is the basic values of an organization that serves as a norm to become a guideline for every employee to increase employee awareness in carrying out their duties and authorities and to realize the vision and mission of the organization (Agricultural Quarantine Agency, 2012).

Employee Competency.

Dessler (2015) defines competence as observable and measurable characteristics that make performance possible. Competence is several characteristics that underlie individuals to achieve superior performance. Zainal et al., (2015). Competence is the ability of someone who can be obsessed which includes knowledge, skills, and attitudes in completing a job or task according to the specified performance. McClelland (1973) defines competency as a fundamental characteristic that a person possesses that directly affects, or can predict excellent performance. Employee competence is a specification of every attitude, knowledge, skills, and/or expertise and its effective application in work following the required performance standards possessed by each employee (Permentan RI Number: 42 / Permentan / SM.200 / 8/2016).

Affective Commitment

Solinger, Olffen, and Roe (2008) say a general understanding of commitment is an agreement to do something for oneself, other people, groups, or organizations. Commitment is a force that binds a person using the relevance of action to one or more targets (Meyer and Herscovitch, 2001). Organizational commitment reflects the degree to which a person recognizes an organization and is tied to its goals (Kreitner and Kinicki, 2014). Organizational commitment consists of three separate, interconnected components: affective commitment, normative commitment, and continuity commitment. Meyer and Allen (1991) define the components of commitment as: 1) affective commitment, which means the attachment of employee emotions too, employee identification with, and employee involvement in the company. Employees who have a strong affective commitment continue

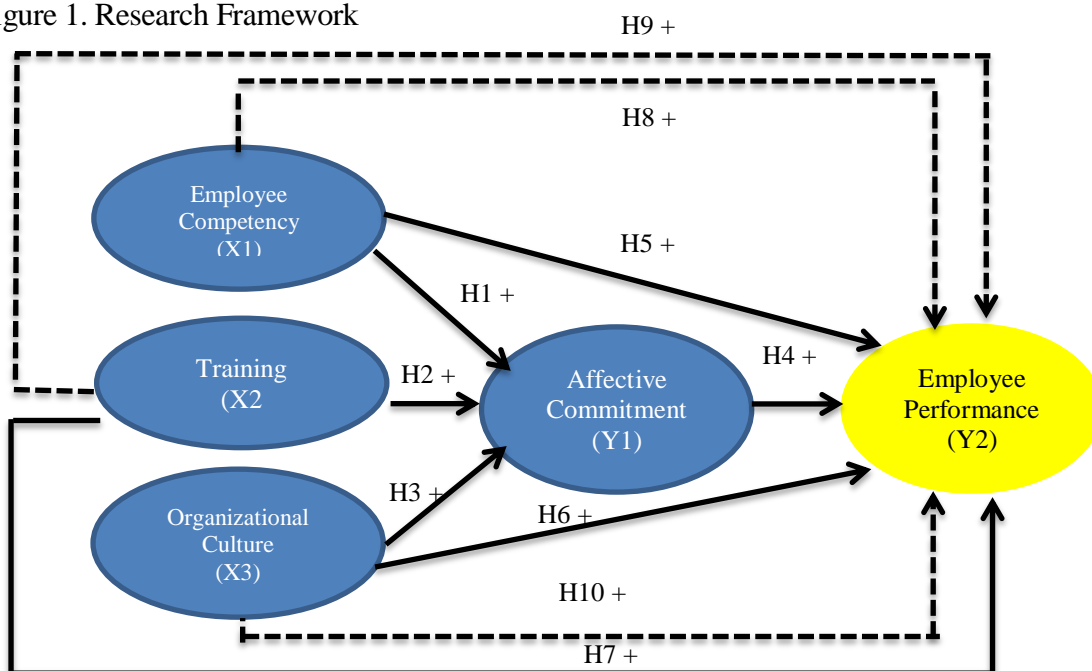
to work for the company because they want to. 2) Normative commitment reflects a sense of responsibility to continue working. Employees who have a high level of normative commitment feel that they must remain in the company. 3) Continuous commitment, is aware of the losses due to leaving the company. Employees whose basic relationship with the company is based on continuous commitment keep working because they have to work.

Employee Performance.

Rumler and Brache (1995) suggest that there are 3 (three) levels of performance, namely: 1) organizational performance; is the achievement of results (outcomes) at the level or unit of analysis of the organization. Performance at this level is related to organizational goals, organizational design, and organizational management. 2) Process performance; is the performance in the process stages in producing a product or service. The performance of this process is influenced by process objectives, process design, and process management. 3) Individual/job performance; is the achievement or effectiveness at the employee or job level. Performance at this level is influenced by job objectives, job design, and job management, and individual characteristics. Hasibuan (2016) defines performance as a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness, and time. Dessler (2015) argues that employee performance is the actual performance of the employee compared to the expected performance of the employee. Payaman Simanjuntak in Zainal et al., (2015) defines performance as the level of achievement of results for the implementation of certain tasks. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities assigned to him (Mangkunegara, 2017). Employee performance is employee work performance in the form of output from an activity or the result of a program with measured quantity and quality (Agricultural Quarantine Agency, 2017).

Research Framework

Figure 1. Research Framework



Source: Developed for this research

Hypothesis Development

Employee Competency has a Positive Effect on Affective Commitment

Competence concerns the authority of each individual to perform tasks or make decisions following their role in the organization that is relevant to their expertise, knowledge, and abilities. Individual employees' competencies must be able to support the strategic implementation of the organization and be able to support any changes made by management. Employees' competencies can support a team-based work system (Zainal et al., 2015). Competence according to Zainal et al., (2015) is a key determining factor for someone in producing excellent performance. In a collective situation, competence is a key factor in determining the success of an organization. This is following research conducted by Lotunani et al., (2014), Yamao and Sekiguchi (2014), Battistelli et al., (2015) who found that competence can increase commitment. Based on the research above, the hypothesis proposed in this study are:

H1: Employee Competency has a positive effect on affective commitment, the higher the employee's competency, the higher the employee's affective commitment

Training has a Positive Effect on Affective Commitment

Training as an educational material that concerns the learning process to acquire skills and improve skills outside the existing education system in a relatively short time with methods that prioritize practice rather than theory. Training can help employees to do their current jobs, the benefits of a training program can be obtained throughout their future careers. Training activities provide dividends to employees and organizations in the form of expertise and skills which in turn will become valuable assets for the organization. Through employee training, their abilities will increase and so will the company, namely to meet the demands of managers and the HR department (Zainal et al., 2015). This is consistent with research conducted by Newman et al., (2011), Yang et al., (2012) who found the importance of training in creating commitment to organizations. Based on the research above, the hypothesis (H2) proposed in this study are:

H2: Training has a positive effect on affective commitment, the better the training provided, the higher the employee's affective commitment

Organizational Culture has a Positive Effect on Affective Commitment

Schein (1996) suggests that a strong organizational culture will provide stability to the organization. Organizational culture is a system of sharing meaning carried out by members that differentiate an organization from other organizations. This is following the results of research conducted by Pinho et al., (2014) Shim et al., (2015) who found that organizational culture affects employee commitment. Based on the research above, the hypothesis (H3) proposed in this study are:

H3: Organizational culture has a positive effect on affective commitment, the better the organizational culture, the higher the employee's affective commitment.

Affective Commitment has a Positive Effect on Employee Performance

Affective commitment is the emotional attachment of employees to the company. The high affective commitment will improve employee performance, this is following the results of research conducted by Tsai et al., (2010), Kim and Brymer (2011), Gelderen and Bik (2011), Fu and Desphade (2014) who found that employee commitment to the organization can

produce significant employee performance. Based on the research above, the hypothesis (H4) proposed in this study are:

H4: Affective commitment has a positive effect on performance, the higher the affective commitment, the higher the employee's performance

Employee Competency has a Positive Effect on Employee Performance

According to Spencer in Moehariono (2009) that the relationship between employee competence and performance is very close and very important, the relevance is strong, accurate, even if they (employees) want to improve their performance, they should have competencies that are following their job duties (the right man on the right). job). With a focus on the competency approach, it will be on employee performance individually and also related to the business strategy of a company (Yuvaraj, 2011), this is following research conducted by Yu and Ramanathan (2012), Vukovic et al., (2014), Sutedjo and Mangkunegara (2018) who found competence has a positive effect on performance. Based on the research above, the hypothesis (H5) proposed in this study are:

H5: Employee competency has a positive effect on performance, the higher the employee's competency, the higher the employee's performance.

Training has a Positive Effect on Employee Performance

Training is a planned effort to facilitate employee learning about work-related knowledge, skills, and behaviors (Noe et al., 2014). Training following the needs work will improve employee performance, this is following research conducted by Herrero et al., (2011), Fransen et al., (2012), Assem and Dulewics (2014), Sharma (2014) found that appropriate training methods from the company provide support for improving employee performance. Based on the research above, the hypothesis (H6) proposed in this study are:

H6: Training has a positive effect on performance, the better the training provided, the higher the employee's performance.

Organizational Culture has a Positive Effect on Employee Performance

Organizational Culture is the basic values of an organization that serves as a norm to become a guideline for every employee to increase employee awareness in carrying out their duties and authorities and to realize the vision and mission of the organization (Agricultural Quarantine Agency, 2012). The culture that exists in every organization can form an existing identity in an organization where the culture is expected to have an impact on improving employee performance, this is following the results of research conducted by Stare (2011), Ahmad (2012), Murphy, et al., (2013), Shahzad et al., (2013), Risianto (2018) added that organizational culture plays a role in improving performance. Based on the research above, the hypothesis (H7) proposed in this study are:

H7: Organizational culture has a positive effect on performance, the better the organizational culture, the higher the employee's performance.

Affective Commitment Mediates The Influence of Employee Competency on Employee Performance

Affective commitment, which means that the attachment of employees to the organization will form a committee, this commitment will be able to increase the competence of employees in improving performance, this is following the results of research by Lotunani et al., (2014), Yamao and Sekiguchi (2015) in their research found that competence has a strong

role in building commitment which in turn can improve employee performance in bringing the organization into the realm of global competition. Based on the research above, the hypothesis (H8) proposed in this study are:

H8: Employee competency has a positive effect on performance with affective commitment as a mediating variable, the higher the employee competency, the higher the performance with the mediation of affective commitment.

Affective Commitment Mediates The Effect of Training on Employee Performance

The ties that employees have that reflect a commitment that employees have will be able to have an impact on the training provided by the organization to employees with the hope of being able to improve employee performance, this is following the results of research by Newman et al., (2011), Kurniasari et al., (2018) in their research found that the results of the study found that affective commitment was able to mediate the effect of training on performance. Based on the research above, the hypothesis (H9) proposed in this study are:

H9: Training has a positive effect on performance with affective commitment as a mediating variable, the more effective the training is, the higher the performance with the mediation of affective commitment.

Affective Commitment Mediates The Influence of Organizational Culture on Employee Performance

Affective commitment is a bond between employees and the organization. The organization where they work is like a family so that employees can provide all their abilities to improve performance. The culture that exists in the family will be able to support employee performance, this is following the results of research by Shim et al., (2015), Kurniasari et al., (2018) in their research found that commitment can mediate the influence of organizational culture on performance. Based on the research above, the hypothesis (H10) proposed in this study are:

H10: Organizational culture has a positive effect on performance with affective commitment as a mediating variable, the better the organizational culture, the higher the performance with the mediation of affective commitment.

Methods.

This type of research is the type of explanatory research, explanatory research is research that is used to explain the causal relationship between variables through testing the formulated hypothesis (Ghozali, 2013). The population in this study were all employees of Class 1 Agricultural Quarantine Office Semarang, totaling 100 employees, taking into account that the population elements were relatively small, so the sampling to be used as respondents in this study was to use the census method.

Procedures

The data collection method used in this study was a questionnaire. The questionnaire can be collected immediately after being filled in by the respondent. The results of the questionnaire are used to obtain data about the indicators of the constructs that are being developed in this study. The statements in the questionnaire are measured using a Likert scale. The questionnaire in this study was given to 100 respondents which contained 21 statements

Measurement

Employee Competency (X1).

Employee competence is a specification of every attitude, knowledge, skills, and/or expertise and its effective application in work following the required performance standards possessed by each employee (Permentan RI Number: 42 / Permentan / SM.200 / 8/2016). The employee competency indicators used by the Agricultural Quarantine Agency are knowledgeable, highly skilled, and consistent in carrying out their duties. Scale using Likert 1 to 5 (Ghozali, 2016).

Training (X2)

Zainal et al., (2015) define training as the process of systematically changing employee behavior to achieve organizational goals. Training indicators according to Zainal et al., (2015) are training program material, learning principles, 3) Accuracy and suitability of facilities. Scale using a Likert 1 to 5.

Organizational Culture (X3).

Organizational Culture is the basic values of an organization that serves as a norm to become a guideline for every employee to increase employee awareness in carrying out their duties and authorities and to realize the vision and mission of the organization (Agricultural Quarantine Agency, 2012). Indicators of organizational culture used by the Agricultural Quarantine Agency are strategic thinking, applying trust, cooperation, and communication. Scale using a Likert 1 to 5.

Affective Commitment (Y1).

Affective commitment, means the emotional attachment of employees to the company. Employees who have a strong affective commitment continue to work for the company because they want to (Allen and Mayer, 1991). Indicators of Affective Commitment according to Allen and Mayer (1991) are feeling emotionally attached to the organization, feeling like part of the organizational family, having a strong sense of the organization, having a feeling relationship with the organization, the organization has personal importance. Scale using a Likert 1 to 5.

Employee Performance (Y2).

Organizational Culture is the basic values of an organization that serves as a norm to become a guideline for every employee to increase employee awareness in carrying out their duties and authorities and to realize the vision and mission of the organization (Agricultural Quarantine Agency, 2012). Indicators of organizational culture used by the Agricultural Quarantine Agency are strategic thinking, applying trust, cooperation, and communication. Scale using a Likert 1 to 5.

Analysis Tools.

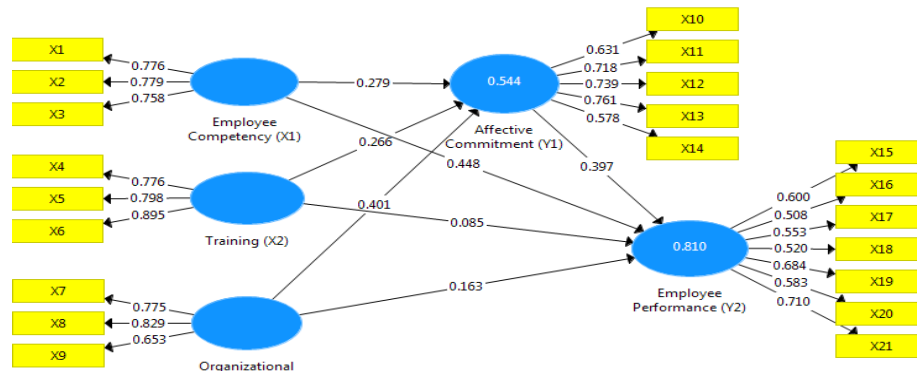
Data analysis used was using Confirmatory Analysis to determine the validity of each indicator used and also the reliability of the variables used in the study (Haier et al, 2017). Hypothesis testing is carried out as the next step to determine the results of the hypotheses used in the study. Path analysis is used to determine the magnitude of the influence of each influence between the variables used by using the Smart PLS tool

Result

Validity and Reliability Scales

The construct validity can be seen from the loading factor (LF) value with a rule of thumb greater than 0.5 which is said to be valid. Based on the test results, the loading factor (LF) results of all indicators in the model are said to be fit

Figure 2. Validity Test



Source: PLS Output Data, 2021

Table 1. Reliability Test Results

Construct	Cronbach 's Alpha	Composite Reliability	Rata-rata Varians Diekstrak (AVE)
Employee Competency	0,715	0,815	0,595
Training	0,769	0,864	0,680
Organizational Culture	0,712	0,799	0,572
Affective Commitment	0,722	0,817	0,505
Employee Performance	0,701	0,794	0,515

Source: PLS Output Data, 2021

The table above shows the Cronbach Alpha value for all constructs above 0.70, so it can be concluded that the indicators are consistent in measuring the constructs. The results of the Cronbach Alpha value for employee competency (0.715), training (0.769), organizational learning (0.712) and affective commitment (0.722), and employee performance (0.701). The results of examining construct reliability based on composite reliability can be done by looking at the value of composite reliability to show the number of variants of the indicators contained in the construct. Where the limit value of Composite reliability ≥ 0.7 . The results of the Composite Reliability value for employee competency (0.815), training (0.864), organizational culture (0.799), affective commitment (0.817), and employee performance 0.794.

R Squares

Table 2. Testing of R Squares

Variable	R Square
The Impact employee competency, training dan organizational culture on affective commitment	0,544
The Impact affective commitment, employee competency, training dan organizational culture on employee performance	0,810

Source: PLS Output Data, 2021

Based on the table above, the R Square value for the influence model of employee competency, training, and organizational culture on affective commitment is 0.544, which means that employee competency, training, and organizational culture can influence the affective commitment of 54.4%, while the rest 55.6% is explained by other variables not examined in this study. The value of R Square for the influence model of affective commitment, employee competency, training, and organizational culture on employee performance obtained a value of 0.810, which means that affective commitment, employee competency, training, and organizational culture can influence employee performance by 81%, while the remaining 19 % explained by other variables not examined in this study. The proposed hypothesis is tested using structural equation modeling. The results of all hypotheses are accepted with a t count of more than 1.96 and a significance below 0.05.

Table 3. Hypothesis Testing

	<i>Original Sample Estimate</i>	<i>Standar Deviation</i>	<i>t Statistic</i>	<i>t standard</i>	P Value	Conclusion
<i>Direct</i>						
<i>Employee competency -> affective commitment</i>	0,279	0,065	4,324	1,96	0,000	H1 Accepted
<i>Training -> affective commitment</i>	0,266	0,099	2,690	1,96	0,007	H2 Accepted
<i>Organizational culture -> affective commitment</i>	0,401	0,073	5,492	1,96	0,000	H3 Accepted
<i>Affective commitment -> employee performance</i>	0,397	0,068	5,877	1,96	0,000	H4 Accepted
<i>Employee competency -> employee performance</i>	0,448	0,062	7,175	1,96	0,001	H5 Accepted
<i>Training -> employee performance</i>	0,085	0,055	1,537	1,96	0,125	H6 Rejected
<i>Organizational</i>	0,163	0,066	2,479	1,96	0,014	H7

<i>culture -> employee performance</i>						Accepted
<i>Indirect</i>						
<i>Employee competency -> affective commitment -> employee performance</i>	0,111	0,030	3,694	1,96	0,000	H8 Accepted
<i>Training -> affective commitment -> employee performance</i>	0,106	0,041	2,558	1,96	0,000	H9 Accepted
<i>Organizational culture -> affective commitment -> employee performance</i>	0,159	0,042	3,812	1,96	0,011	H10 Accepted

Source: PLS Output Data, 2021

Discussion

Employee competence has a positive and significant effect on affective commitment. It is proven and it can be interpreted that the higher the employee competency, the higher the affective commitment of the Class 1 Semarang Agricultural Quarantine Office employees. This is following the results of research conducted by Lotunani et al., (2014), Yamao and Sekiguchi (2015), Battistelli, et al., (2016) who found a relationship between competence and commitment within the organization.

Training has a positive and significant effect on affective commitment. It is proven and it can be interpreted that the better the training, the higher the affective commitment of the Class 1 Semarang Agricultural Quarantine Office employees. This is following the results of research conducted by Newman et al., (2011), Yang et al., (2012) which found the importance of training in creating organizational commitment.

Organizational culture has a positive and significant effect on affective commitment. It is proven and it can be interpreted that the better the organizational culture, the higher the affective commitment of the Class 1 Semarang Agricultural Quarantine Office employees. This is following the results of research conducted by Yang et al., (2012), Pinho et al., (2014), Shim et al., (2015) found that organizational culture creates a good organizational climate so that employee commitment can be created properly.

Affective commitment has a positive and significant effect on employee performance. It is proven and it can be interpreted that the higher the affective commitment, the higher the performance of the Class 1 Semarang Agricultural Quarantine Office employees. This is following the results of research conducted by Kim and Brymer (2011), Tsai et al., (2012), Fu and Deshpade (2014), Gelderen and Bik (2016) found that organizational commitment can build extra performance roles and performance, social workers.

Employee competency has a positive and significant effect on employee performance (Y2). This is following the results of research by Yu and Ramanathan (2012), Vukovic et al., (2014), Setedjo and Mangkunegara (2018) showing that competency results in an effect on performance.

Training does not affect employee performance. Training does not result in employee performance so that the training program material, learning principles, accuracy, and appropriateness of facilities do not encourage employees to work higher. In other words, the level of training will not encourage employees to produce higher performance. It does not have an impact on training on employee performance because the need for training does not seem to change behavior at work. The program material in training does not provide new aspects in their field of work because quality aspects of service only require professionalism and excellent service. Training that is felt to provide new skills and abilities will not encourage employees to work beyond the quantity and timeliness limits set by the organization considering that the Class 1 Semarang Agricultural Quarantine Center is a government-owned agency. As an agency that provides public services and is non-profit in nature, the drive for high performance will not be achieved even though employees have better abilities through training. The results of this study are supported by Aragón et al., (2014) following the results of this study, namely that training does not have an impact on employee performance. The ineffectiveness of training is due to the need for job demands that do not require extra capabilities so that the provision of training is not considered to produce more benefits.

Organizational culture has a positive and significant effect on employee performance. The better the organizational culture, the better the employee performance, this is following research conducted by Stare (2011), Ahmad (2012), Murphy, et al., (2013), and Shahzad et al., (2013) which explains that organizational culture provides significant influence for increased performance.

Employee competency has a positive effect on employee performance with affective commitment as a proven mediating variable. It can be interpreted that the higher the affective commitment, can increase the influence of employee competence on employee performance. This fact shows that the staff of the Agricultural Quarantine Agency who are committed to working in the organization properly will have an impact on strengthening perceptions of the employees' abilities. The results of the study are following previous research studies by Tsai et al., (2010), Kim and Brymer (2011), Fu and Deshpande (2014), Gelderen and Bik (2016), which explain that commitment can improve performance. Lotunani et al., (2014), Yamao and Sekiguchi (2015) explain that commitment through the results of the mediation test can mediate the effect of competence on performance.

Training has a positive effect on employee performance with affective commitment as a proven mediating variable. It can be interpreted that the higher the affective commitment, can increase the effect of training on employee performance. This fact shows that employees who commit to continue working in the organization both affectively will have an impact on strengthening perceptions of employee training itself. The results of this study are supported by Kurniasari et al., (2018) which explains that commitment through the results of the mediation test can mediate the effect of training on performance.

Organizational culture has a positive effect on employee performance with affective commitment as a proven mediating variable. It can be interpreted that the higher the affective commitment, can increase the influence of organizational culture on employee performance. This fact shows that employees who commit to continue working in the organization will affectively have an impact on strengthening perceptions of the organizational culture itself. The results of this study are supported by Kurniasari et al., (2018) which explains that commitment through the results of the mediation test can mediate the influence of organizational culture on performance.

Conclusion

Employee competency, training, and organizational culture have a positive and significant effect on affective commitment. Affective commitment, employee competence, and organizational culture have a positive and significant effect on employee performance, training does not affect employee performance. Affective commitment can mediate the influence of employee competence, training, and organizational culture on employee performance.

Limitations and suggestions for future study

The variables that affect employee performance in this study are limited only to the independent variables of employee competence, training, and organizational culture as well as the dependent variable (employee performance) so that future research needs to add several other relevant independent variables. The training variable does not affect employee performance. It does not have an impact on training on employee performance because the need for training does not seem to change behavior at work. Program material in training does not provide new aspects in the field of work of employees because quality aspects of service only require professionalism and excellent service. Training that is felt to provide new skills and abilities will not encourage employees to work beyond the quantity and timeliness limits set by the organization considering that the Class 1 Semarang Agricultural Quarantine Center is a government-owned agency. As an agency that provides public services and is non-profit in nature, the drive for high performance will not be achieved even though employees have better abilities through training.

Recommendations for further research on the insignificant effect of training variables on employee performance, re-research is carried out on different objects. This research is limited to the employees of the Class 1 Semarang Agricultural Quarantine so that the scope of the analysis will be wider, future research needs to be developed with a wider object, for example involving the staff of the Java Regional Agricultural Quarantine

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