

The Influence of Affective Commitment, Normative And Continuous Commitment on The Performance of Baitul Mal Aceh Employees

Mohd. Sholat Gunanjar, Zulkifli, Kurnia Asni, Gunawan, Dhian Gunanjar
^{1,2,3}Abulyatama University, Faculty of Economics and Business, Aceh, Indonesia
^{4,5}Sabang College of Economics

ABSTRACT

The aim of this research is to examine the influence of affective commitment, normative and continuity commitment on the performance of Baitul Mal Aceh employees. The sampling technique used was a census with a total of 120 employees as respondents, while the data analysis technique used was the Structural Equation Model. The research results show that affective commitment influences the performance of Baitul Mal Aceh employees. The influence of affective commitment on employee performance obtained a significance or probability value of 0.044, which is smaller than 0.05. Normative commitment influences the performance of Baitul Mal Aceh employees, obtaining a significance or probability value of 0.000, which is less than 0.05. Continuous influence on the performance of Baitul Mal Aceh employees obtained a significance or probability value of 0.00 which is greater than 0.05. The magnitude of the influence of continuance commitment on employee performance is 0.566 or 56.6%. Affective commitment, normative and continuity commitment influence the performance of Baitul Mal Aceh employees.

KEYWORDS:- Affective Commitment, Normative Commitment, Continuance Commitment and Continuity Commitment.

Date of Submission: 03-02-2024

Date of acceptance: 14-02-2024

I. INTRODUCTION

In the world of government, especially in relation to personnel, the issue of an employee's commitment is very important because it is related to the employee's performance (Gulzar, 2020). An employee in carrying out work in an agency or organization has a very basic problem where one employee will not have the same level of commitment to another. High employee commitment to employees will usually increase high performance as well as reduce absenteeism levels and vice versa if an employee has a low level of commitment then his performance will also be low (Jakada, 2019).

An employee's commitment to the organization will have several consequences for the organization where he works which will be reflected in the employee's performance. The higher an employee's commitment to the organization where he works, the better his performance will be and vice versa. Commitment is also closely related to employee tenure, absenteeism, turnover, work performance and work productivity. Organizational commitment consists of affective commitment, continuity commitment, and normative commitment. Robbins (2018:215) states that employees who are highly committed have a high probability of remaining with their organization and feel psychologically attached to the job. Commitment can be used to predict work behavior, such as productivity, absenteeism, and turnover. As for the relationship that regulates commitment and performance, employee commitment to the organization has a positive relationship with performance, without paying attention to employee commitment to the organization, performance will worsen and ultimately become a waste of money (Robbins, 2018: 220).

The organizational structure of Baitul Mal Aceh consists of; Baitul Mal Aceh Leader, Head of Secretariat (General Section, Collection Section, Empowerment Section, professional staff, program and planning subsection, socialization and advocacy subsection, distribution subsection, finance and assets subsection, service and collection subsection, utilization subsection, civil service and general law subsection, zakat and infaq potential development subsection, and waqf and trust subsection).

Aceh Governor's Regulation number 62 of 2020 concerning the position, organizational structure, duties, functions and work procedures of Baitul Mal Aceh that to follow up on Article 12 of Aceh Qanun Number 13 of 2016 concerning the formation and composition of Aceh's apparatus, Aceh governor's regulation number 137 of 2016 has been stipulated regarding position, organizational structure, duties, functions and work procedures of Baitul Mal Aceh. The organizational structure of Baitul Mal Aceh consists of: head of Baitul Mal

Aceh; general Affair; collection section; empowerment section; functional position groups; and professional staff. When this Qanun came into force, Aceh Qanun Number 10 of 2007 concerning Baitul Mal (Nanggroe Aceh Darussalam Province Regional Gazette of 2007 Number 10, Supplement to Nanggroe Aceh Darussalam Regional Gazette Number 10), was revoked and declared invalid. Aceh Qanun Number 10 of 2007 concerning Baitul Mal still does not fully accommodate the development of community needs regarding the management of zakat, infaq, waqf, other religious assets and trusts so it needs to be replaced.

Based on initial observations with several Baitul Mal Aceh employees, there is a lack of awareness of employee commitment or employee commitment to improving their ability to work together and organize, which can reduce employee performance, such as sharing work experiences with other employees in their respective fields or helping other employees. /colleagues who need people who have the ability to meet their needs (difficulty in completing tasks). In every organization, leaders can increase support for employees so that employees have good work morale so that they can increase employee commitment. The Baitul Mal Aceh employee organization can be observed through the atmosphere and conditions created through the interaction and combination of top management values and objectives, certain fundamental policies and also the implementation and implementation of these policies towards Baitul Mal Aceh employees (Results of initial observations with Baitul Mal Aceh employees , 2023).

Apart from that, based on the observations of researchers at Baitul Mal Aceh, there is a phenomenon that employee performance is not optimal, this is because at the end of each year many targets are not met. This phenomenon of decreasing employee performance is thought to be due to several factors related to employee commitment. Performance targets and achievements at Baitul Mal Aceh can be seen in Table 1.1.

No.	Activity	Aim	Realization	% Achievements
1	Service at the counter	60	30	50%
2	Pick up the body	17	11	60%
3	Intensive assistance for new of Zakat Management Unit candidates	12	6	50%
4	Determination/inauguration of Zakat Management Unit (New and Old)	59	69	11%
5	Announcement of receipt of zakat, infaq and religious assets	46	40	87%
6	Installation of QRIS banners for receiving zakat and infaq in public places	2	2	100%
7	First quarter report from Zakat Management Unit	55	55	100%
8	Second quarter report from Zakat Management Unit	55	55	100%
9	Providing QRIS zakat and infaq in acrylic containers	20	20	100%
10	Installation of card swipe payment tools at the counter	2	2	100%
11	Non-balance sheet report to Baznas	1	1	100%
Total		329	261	79%

Table 1
Baitul Mal Aceh Performance Target Achievement in 2022

Based on Table 1.1 above, it can be explained that there are several activities targeted by Baitul Mal employees that do not reach the 100% target, including service at the counter, zakat collection, incentive support for new UPZ candidates, announcement of zakat receipts, infaq and religious assets so that this has an impact on employee performance.

Based on the background above, the author is interested in focusing and studying in more depth the Influence of Affective Commitment, Normative and Continuous Commitment on the Performance of Baitul Mal Aceh Employees.

II. Literature review

Employee Performance

The success of an organization is influenced by the performance (job performance) of employees, for this reason every company will try to improve the performance of its employees in achieving the organizational goals that have been set. An organizational culture that grows and is well maintained will be able to spur the organization towards better development. On the other hand, the leader's ability to mobilize and empower employees will influence performance (Sinaga & Lumbanraja, 2019).

If an organization or company wants to progress or develop, it is required to have quality employees. Quality employees are employees whose performance can meet the targets or objectives set by the company. To obtain employees who have good performance, it is necessary to apply performance. Performance is the degree

to which employees achieve job requirements efficiently and effectively. Employee performance is work achievement, namely the comparison between work results that can be seen in real terms and the work standards that have been set by the organization (Gulzar, 2020).

Affective Commitment

Employee commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their attention to the organization and its continued success and progress (Luthans, 2019: 249).

Affective commitment as an emotional state of identification with attachment and involvement in an organization. In other words, this is a situation where an employee stays with the organization because he wants to. Remaining with an organization is the result of providing a positive work experience that employees value and expect to continue. This is a prediction of how work experience creates an environment where employees feel "comfort" (dependence in the organization), and also personal competence, such as job challenges (Sinaga & Lumbanraja, 2019).

Normative Commitment

Normative Commitment arises from the self-values of employees who remain members of the company because there is an awareness that being committed to the company is a necessity or obligation. These employees only stay in the company because they feel they are supposed to do that (ought/should). NC is an individual's desire to maintain membership in an organization because they believe it is morally right to be loyal and remain.

Employees with NC Continuing commitment (CC) Affective commitment (AC) persist in the organization because of the feeling that they have to do so for moral reasons NC can be influenced by many factors for example relationships, religion, etc. so when it comes to a person's commitment to the organization he feels a moral obligation to organization. Therefore, employees with high NC remain based on their opinions (Hamid & Earlyanti, 2023).

Continuity Commitment

Sustainability or continuity commitment relates to the perceived economic value of remaining in an organization when compared to leaving the organization. Continuance Commitment arises out of necessity and views that commitment as a behavior that occurs because of a dependency on activities that have been carried out in the organization in the past and this cannot be abandoned because it will be detrimental.

Continuance commitment refers to an employee's perception that he will experience a loss if he does not continue his work at a company. Continuance commitment is the perceived economic value of remaining in an organization when compared to leaving the organization. The same thing also says that continuous commitment is related to the economic value received if you remain with the organization. Continuing commitment relates to an employee who is committed to the employer because he is highly paid and feels that leaving the company will destroy his family (Riwu & Malelak, 2022).

Research Methods

Population is the totality of all objects or individuals who have certain, clear and complete characteristics that will be studied (Hasan, 2012: 58). Population refers to the entire group of people, events, or other things that researchers want to investigate. The population group is a collection of all elements in the population from which the sample was taken. So, a sample is a subgroup or part of the population. In this research, the intended population is all employees of the Baitul Mal Aceh office, totaling 120 people, consisting of 55 civil servants and 55 contract workers and 10 accompanying staff. Sampling was carried out using census techniques for all employees at the Baitul Mal Aceh office. The sampling method in this research is a census method, where the entire population is sampled, namely 120 employees of Baitul Mal Aceh. According to Sugiyono 2017, a population of under 150 can be sampled as a whole, bearing in mind that the more samples taken, the more accurate the research results will be.

Data analysis and hypothesis testing in this research used the Structural Equation Model - Analysis of Moment Structure (SEM-AMOS) method with the Smart-AMOS 2.0 program.

The reason for using the SEM analysis method is that SEM can solve cases with many variables, both exogenous and endogenous variables. In SEM, both latent variables and manifest variables can function as exogenous or endogenous variables, and are able to explain the relationship between variables.

Based on the structural equation model (SEM) with AMOS, the diagram can be converted into an equation that states the relationship between constructs or variables as seen as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where:

- Y = Employee Performance Variable
- α = Constant
- X1 = Affective Commitment Variable
- X2 = Normative Commitment Variable
- X3 = Continuous Commitment Variable
- $\beta_{1,2}$ and 3 = The magnitude of the influence of the endogenous latent variable on the endogenous latent variable
- ϵ = The size of the error vector in the structural relationship between variables.

Structural equation modeling (SEM) is a multivariate analysis technique that combines factor analysis and path analysis so that it allows researchers to test and estimate simultaneously the relationship between multiple exogenous (independent) and endogenous (dependent) variables with many factors (Sholihin & Ratmono, 2013) . SEM is divided into two types, namely Covariance – based Structural Equation Model (CB-SEM) and Analysis of Moment Structure – Structural Equation Model (AMOS-SEM).

Analysis of Moment Structure (AMOS) is a part of SEM. This statistical analysis tool was chosen because it has several advantages (Hair et al., 2018; Kock, 2019; Ratmono, 2012). First, SEM-AMOS is suitable for this research model which uses variables that cannot be measured directly (latent variables) and has taken measurement error into account. Second, SEM analysis can simultaneously test multiple independence as in this research model. Third, it does not require normally distributed data or a study with a small sample. Tobias (1997) in Ghozali & Latan (2012) states that AMOS is a method for predicting constructs in models with many factors and collinear relationships. AMOS-SEM itself uses software such as Smart-AMOS, WarpAMOS, AMOS-Graph and VisualGraph.

III. RESULT VIEW

The latent variables in this research are affective commitment, normative commitment, continuance commitment and employee performance. All constructs (Exogenous and Endogenous Variables) will be combined in the measurement stage of this model. The results of the measurement model can be seen in Figure 1 below.

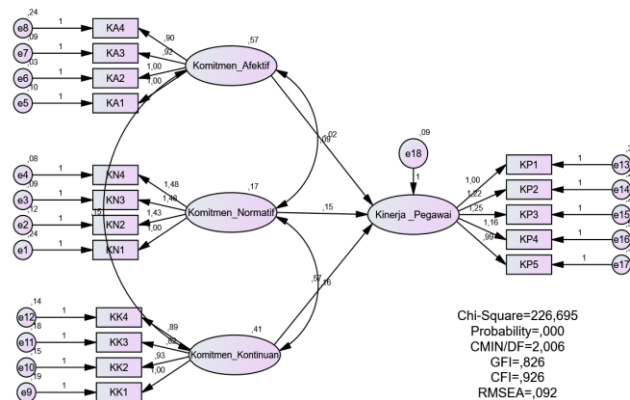


Figure 1. Measurement Model Analysis

Based on the results of the measurement model test as shown in Figure 4.1 above, the loading factor represents the contribution of each indicator to the variable it represents. Respecification is carried out by paying attention to the modification index (MI) value. The modification index values in this test are presented in table 1 below.

			M.I.	Par Change
e16	<-->	e17	5,775	,103
e14	<-->	e17	5,201	-,071
e14	<-->	e16	4,239	-,076
e14	<-->	e15	13,517	,101

e11	<-->	e16	7,488	,085
e11	<-->	e12	4,730	-,037
e10	<-->	e12	9,863	,051
e10	<-->	e11	6,815	-,047
e9	<-->	e11	8,948	,059
e7	<-->	e8	13,119	,053
e4	<-->	e14	7,907	-,048
e3	<-->	e12	4,294	,028
e3	<-->	e11	4,588	-,032
e3	<-->	e8	4,302	,034
e2	<-->	e12	7,192	-,040
e2	<-->	e6	5,809	,023
e1	<-->	Continuous_Commitment	18,072	,106
e1	<-->	Normative_Commitment	6,636	-,041
e1	<-->	e18	9,879	,056
e1	<-->	e16	4,077	,069

Table 1
Modification Indices

The respecification process is carried out one by one and repeatedly on the MI table indicators that have the highest values until all goodness of fit values meet the requirements imposed in SEM processing. The respecification value is carried out by paying attention to the results of the modification index (MI). Based on the results, it can be seen that the MI value for the independent variable, of the 12 indicators, the indicators that were eliminated, namely KN1, KA4 and KK4, had an MI that was relatively too high, so these indicators had to be excluded from the model analysis. Thus, of the 12 indicators analyzed, only 7 indicators form two independent variables. Meanwhile, for the dependent variable, the KP2 indicator is relatively high, so this indicator is eliminated. Thus, of the 5 indicators of the dependent variable, only 4 indicators remain which form employee performance variables which will be analyzed further.

The results of the model feasibility test, Goodness of Fit analysis from the measurement model test results above show the following data.

Goodness of Fit Index	Cut off Value	Results	Model Evaluation
Chi-Square	< 329,648	226,695	Match
Probability	≥ 0,05	0,000	Not suitable
RMSEA	≤ 0,08	0,092	Not suitable
GFI	≥ 0,90	0,826	Not suitable
AGFI	≥ 0,90	0,765	Not suitable
CMIN/DF	≤ 2,00	2,006	Not suitable
CFI	≥ 0,95	0,926	Match
TLI	≥ 0,95	0,911	Not suitable

Table 2
Goodness of Fit Analysis

From Table 2 above, the results of the goodness of fit analysis show that the data obtained from testing the measurement model is not fit. Therefore, the analysis must be respecified (Hair et al., 2006) . The results of the respecification analysis are shown in Figure 4.3 below.

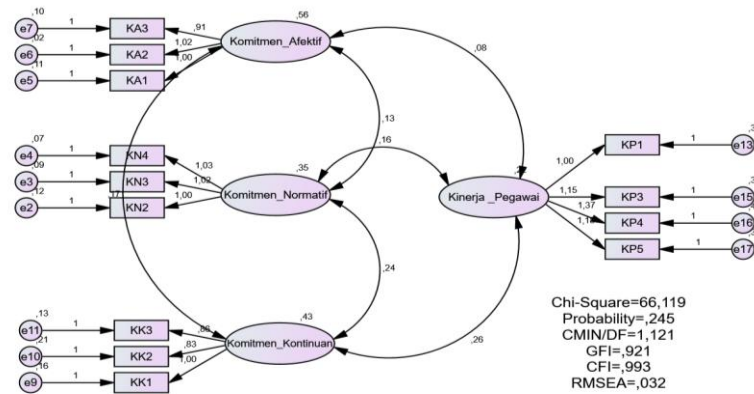


Figure 2
Analysis of Measurement Model Respecification (Measurement Model)

The loading factor which represents the contribution of each indicator to the variable it represents can be seen in Table 4.10 below:

No				Estimate
1	KN2	<---	Normative_Commitment	,866
2	KN3	<---	Normative_Commitment	,894
3	KN4	<---	Normative_Commitment	,916
4	KA1	<---	Affective_Commitment	,917
5	KA2	<---	Affective_Commitment	,986
6	KA3	<---	Affective_Commitment	,907
7	KK1	<---	Continuous_Commitment	,853
8	KK2	<---	Continuous_Commitment	,767
9	KK3	<---	Continuous_Commitment	,841
10	KP1	<---	Employee_Performance	,631
11	KP3	<---	Employee_Performance	,664
12	KP4	<---	Employee_Performance	,695
13	KP5	<---	Employee_Performance	,707
e1	KK1	<---	Continuous_Commitment	,853

Table 3.
Indicator Factor Loadings on the Variables

Based on Table 3 above, it can be seen that all indicators included in the model have met the requirements to be included in the subsequent data processing process. This is because none of them has a value less than 0.6. From the respecification results of the Goodness of fit measurement model above, the summary is as explained in the following table 4.

Goodness of Fit Index	Cut off Value	Results	Model Evaluation
Chi-Square	< 329,648	66,119	Match Model
Probability	$\geq 0,05$	0,245	Match Model
RMSEA	$\leq 0,08$	0,032	Match Model
GFI	$\geq 0,90$	0,921	Match Model
AGFI	$\geq 0,90$	0,878	Match Marginal
CMIN/DF	$\leq 2,00$	1,121	Match Model
CFI	$\geq 0,95$	0,993	Match Model
TLI	$\geq 0,95$	0,991	Match Model
PGFI	$\geq 0,05-1,00$	0,597	Match Model

Table 4.
Evaluation of Goodness of Fit Index Criteria

Based on Table 4.11 above, it can be seen that in general, by using the goodness of fit test, it can be concluded that the existing measurement model has met the acceptance criteria, so that the output from this model can be used as findings or research findings related to the relationship between indicators and their constructs. each.

Structural Equation Modeling (SEM) Analysis

The full structural equation model (SEM) analysis was carried out after analyzing the level of unidimensionality of the indicators forming the latent variables which were tested using confirmatory factor analysis. Analysis of the results of data processing at the full SEM model stage was carried out by carrying out suitability tests and statistical tests. The results of data processing for the full SEM model analysis are shown in Figure 3 below.

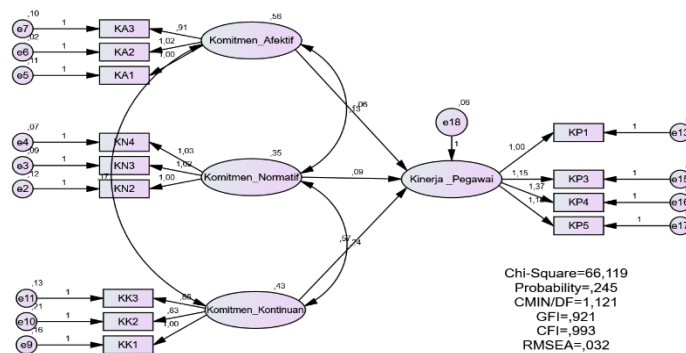


Figure 3
Structural Equation Model Test Results

Based on Figure 3 above, it can be explained that there is an influence of each variable, namely affective commitment and normative commitment. Continuity commitment and employee performance.

Hypothesis test

Descriptive Hypothesis Testing

The descriptive hypothesis testing in this research is affective commitment, democratic leadership, continuance commitment and employee performance. From the results of respondents' perceptions of each variable in this research as seen in Table 5 below.

No	Variable	Average	Cut off
1	Employee performance (Y)	3,93	Good
2	Affective commitment (X1)	4,08	Good
3	Normative commitment (X2)	3,88	Good
4	Continuity commitment (X3)	3,88	Good

Table 5
Recap of Respondents' Perceptions of Variables

Based on the data in Table 5, it shows that the respondents' perceptions of all the variables in this study are in good condition where all of these variables have obtained a mean value greater than 3.41.

Verifying Hypothesis Testing

After all assumptions have been met, the next hypothesis test will be carried out as proposed in the previous chapter. Testing of the 3 research hypotheses was carried out based on the Critical Ratio (CR) value of a causal relationship from the SEM processing results as in Table 6 below.

			Estimate	S.E.	C.R	P
Employee performance	<--	Affective commitment	,078	,039	2,010	,044
Employee performance	<--	Normative commitmen	,257	,052	4,914	***
Employee performance	<--	Continuity commitment	,566	,112	5,062	***

Table 6
Regression KRight Structural Eqational Model

The results of direct hypothesis testing are as explained in the following sub- chapter.

The Influence of Affective Commitment on the Performance of Baitul Mal Aceh Employees

Based on the research results, it is known that affective commitment has a significant effect on the performance of Baitul Mal Aceh employees, which can be seen from the path coefficient of 2.010 > 1.96 and a probability value of 0.044 < 0.05. The magnitude of the contribution of affective commitment to the performance of Baitul Mal Aceh employees is 7.8 % .

These results support research conducted by Anisah (2016) which states that affective commitment has a significant effect on employee performance. Affective Commitment occurs when employees want to be part of the company because of an emotional bond. Employees recognize the similarities between themselves and the company, thereby showing attention and consequently forming an impressive commitment (want). Affective commitment is emotional attachment, identification and involvement in an organization. In this case, individuals stay in an organization because of their own desires.

The results of this research are also in line with the results of research from Darmadi (2020) which states that affective commitment influences employee performance. Then research results from Jakada (2019) stated that affective commitment influences employee performance. This means that the more affective commitment to an organization or government agency increases, the more employee performance will increase, so this has a good impact on the agency.

The Influence of Normative Commitment on the Performance of Baitul Mal Aceh Employees

The results of research on the normative commitment variable show that the results have a significant effect on the performance of Baitul Mal Aceh employees, which can be seen from the path coefficient of 4.914 > 1.96 and a probability value of 0.000 < 0.05. The magnitude of the contribution of the influence of normative commitment to the performance of Baitul Mal Aceh employees is 25.7 % .

These results support research conducted by Sinaga & Lumbanraja (2019) which found that normative commitment had a positive and significant effect on employee performance. Normative commitment arises from the self-values of employees who remain members of the company because there is an awareness that being committed to the company is a necessity or obligation. These employees only stay in the company because they feel they are supposed to do that (ought/should). Normative commitment is an individual's belief about responsibility towards the organization. Individuals stay with an organization because they feel obliged to be loyal to that organization.

The results of this research are also in line with the results of research from Kuswanti, Purnamasari and Kurniawan (2021) which states that normative commitment has an influence on employee performance. Then the research results from Ariyani and Sugiyanti (2021) stated that normative commitment has an influence on employee performance. This means that the more normative commitment to an organization or government agency increases, the more employee performance will increase, so this has a good impact on the agency.

The Effect of Continuous Commitment on the Performance of Baitul Mal Aceh Employees

Based on the research results, it is known that continuity commitment has no effect on the performance of Baitul Mal Aceh employees, which can be seen from the path coefficient of $5.062 > 1.96$ and a probability value of $0.000 < 0.05$. The amount of contribution that does not influence continuity commitment on the performance of Baitul Mal Aceh employees is 56.6%.

These results support research conducted by Anisah (2016) which found that continuance commitment has a positive and significant effect on employee performance. Continuance Commitment is based on the employee's perception of the losses he will incur if he does not continue his work in a company. In other words, the employee stays with a company because he needs the salary and other benefits or because he has not found another job (need). Continuance commitment is related to the economic value received if they remain with the organization. Continuance commitment is an individual commitment based on considerations about what must be sacrificed if they want to leave the organization. In this case, individuals decide to stay with an organization because they consider it to fulfill their needs.

The results of this research are also in line with the results of research from Kuswanti, Purnamasari and Riwu and Malelak (2019) which stated that continuity commitment has an effect on employee performance. Then the research results from Ariyani and Muhyi (2022) stated that normative commitment has an influence on employee performance. This means that the more continuous commitment to an organization or government agency increases, the more employee performance will increase, so this has a good impact on the agency.

The Influence of Affective Commitment, Normative Commitment, Continuous Commitment on the Performance of Baitul Mal Aceh employees

The results of research on the variables of affective commitment, normative commitment, and continuance commitment show that the results have a significant effect on the performance of Baitul Mal Aceh employees, which can be seen from the path coefficient of $43.715 > 1.96$ and a probability value of $0.000 < 0.05$.

This is supported by research conducted by Darmadi (2020), the results of which show that continuity has a positive and significant effect on performance. Affective commitment is an emotional feeling of attachment to an organization and belief in the organization's values. A person's affective commitment will provide an emotional bond and confidence in the company so that employees can be directly involved in the company. This involvement will have an impact on the resulting performance. Employees who have good emotional ties and are involved in the organization will of course provide better performance.

Normative Commitment is the obligation to stay in the organization for moral and ethical reasons (Robbins, 2018:49). Employees with normative commitment will have an obligation to respond to what they have received from the organization. Employees who have high normative commitment will continue to be members of the organization because they feel that they benefit from being in the organization. The existence of the principle of reciprocity owned by employees will have an impact on the resulting performance. The more employees get what they want from the organization, the better the performance results will be. This is supported by research conducted by Darmadi (2020), the results of which show that normative commitment has a significant positive effect on performance.

Continuing Commitment is an economic value that is felt as a reason to stay in an organization when compared to leaving the organization (Robbins, 2018:47). Individuals with high continuance commitment will stay in the organization, not for emotional reasons, but because the individual is aware of the huge losses they will experience if they leave the organization. The reasons that individuals have for surviving, especially economic factors, make these individuals strive to provide better performance. In other words, the higher the continuous commitment, the better the impact on performance.

Managerial Implications

The results of this research show that affective commitment, normative commitment, and continuance commitment affect employee performance. The results of this research are in line with research results from Jakada (2019) and Darmadi (2020) and Anisah (2016) which state that affective commitment, normative commitment, and continuity commitment affect employee performance. The affective commitment that employees have will provide emotional ties and confidence in the organization so that employees can be directly

involved in the organization. The existence of affective commitment will have an impact on the resulting performance.

Then, currently normative commitment is able to improve employee performance, and this can have a good impact on the organization because with normative commitment employees feel capable of continuing to work for the organization and have a sense of responsibility towards the organization. Normative commitment arises from the self-values of employees who remain members of the organization because there is an awareness that being committed to the organization is a necessity or obligation. These employees only stay in the organization because they feel they should do things that have a good impact on the organization. Apart from that, continuance commitment is able to improve employee performance, meaning that the more continuance commitment increases in an organization or government agency, the more employee performance will increase so that this has a good impact on the agency.

IV. CONCLUSION

The results of research on Baitul Mal Aceh can be drawn as follows:

Affective commitment influences the performance of Baitul Mal Aceh employees. This means that the employee's current affective commitment is good so that it has an impact on employee performance, such as employees continuing to work at the current agency, then employees have work involvement in achieving organizational goals and can maintain their emotions at work.

Normative commitment influences the performance of Baitul Mal Aceh employees. This means that normative commitment is able to improve employee performance, such that employees have good responsibility in completing work and will not leave their work if they have not finished the work.

Continuous influences the performance of Baitul Mal Aceh employees. This means that continuance commitment is able to improve employee performance, such as employees feeling comfortable working at the current agency the employee is working at and employees are able to increase their resources in completing the work.

Affective commitment, normative and continuity commitment influence the performance of Baitul Mal Aceh employees.

Suggestion

It is recommended that the leadership of Baitul Mal Aceh be able to improve employee performance or employee work abilities, for example by providing opportunities for employees to share work experiences to improve their respective work abilities.

Baitul Mal Aceh employees can increase affective commitment and employees still feel proud to work at the current agency, for example by having high work enthusiasm from themselves without any coercion from other parties.

Baitul Mal Aceh employees can increase their normative commitment, for example they will not leave the current agency even though there is pressure from other people and have good responsibility towards their work.

Baitul Mal Aceh employees can increase their continuance commitment, for example never feeling at a loss if they move to another agency, as research results show, high continuance commitment will certainly have a good impact on employee performance, such as leaders providing support to employees in improving their performance by holding job training.

REFERENCE

- [1]. Anisah. (2016). The Influence of Affective, Normative and Continuous Commitment on Employee Performance at PT. Summit Oto Finance, Tbk Cab. Jambi. *J-Mas* , 1(1), 8-14
- [2]. Ariyani, RP, & Sugiyanti, EK (2021). The Influence of Affective Commitment, Continuing Commitment, and Normative Commitment on Employee Performance (Study of BUMN X Company in Semarang). *Ubhara Management Scientific Journal* , 2(2), 113-122.
- [3]. Chairunnisah, R., Silaen, Ryth, N., & Syamsuransyah. (2021). *Employee Performance*. Bandung: Widina Bhakti Persada,
- [4]. Darmadi, D. (2020). The Influence of Affective Commitment, Continuity Commitment and Normative Commitment on the Performance of Population and Civil Registry Service Employees in Pamekasan Regency. *MAP (Journal of Public Management and Administration)* , 3(1), 1-16
- [5]. Ghozali, I. (2014). *Application of Multivariate Analysis with the IBM SPSS 21 Program*. Semarang: Diponegoro University.
- [6]. Gulzar, R. (2020). The Impact of Affective Commitment on Employee Performance Reference to Fenda Communications and ITU-KSA. *International Journal of Management (IJM)* , 11(6), 1440-1454
- [7]. Hamid, S., & Earlyanti, NI (2023). The Influence of Affective, Cognitive and Normative Commitment on Police Performance. *International Journal (IJOSMAS)* , 4(1), 1-13
- [8]. Hasan, I. (2012). *Analysis of Research Data with Statistics*. Jakarta: PT. Literary Earth.
- [9]. Hasibuan. (2022). *Organization and Motivation*. Jakarta: Earth of Letters

- [10]. Hasibuan, SM (2013). Human Resource Management, Basics and Keys to Success. Jakarta : 2013
- [11]. Jakada, MB (2019). The Influence of Affective, Continuance and Normative COMMITMENT on the Work Performance of National Identity Employees. *Lapai International Journal of Management and Social Sciences* , 11(2), 225-242
- [12]. Kuswanti, M., Purnamasari, ED, & Kurniawan, M. (2021). The Influence of Affective Commitment, Continuous Commitment and Normative Commitment on the Performance of Crumb Rubber Factory Employees at PT. Pinago Utama Sugiwaras. *Journal of Business, Management and Economics* , 2(4), 149-165.
- [13]. Luthans, F. (2013). *Organizational Behavior*. Jakarta: PT. Index .
- [14]. Mangkunegara, AP (2012). *Company Human Resources Management*. Jakarta: PT. Rosdakarya Youth .
- [15]. Muhyi, HA (2022). The Influence of Affective Commitment, Continuous Commitment and Normative Commitment on the Performance of Cooperative Management in Sukabumi City, West Java. *Journal of Business Administration and Entrepreneurship Thought and Research* , 6(1), 53-65.
- [16]. Rifai, AA (2023). The Effect of Organizational Commitment on Employee Performance. *Journal of Economics, Management and Accounting* , 1(2), 41-48.
- [17]. Rivai, V. (2014). *Human Resource Management for Companies from Theory to Practice* . Jakarta: PT. Raja Grafindo Persada .
- [18]. Riwu, L., & Malelak, M.L. (2022). The Influence of Affective Commitment, Continuing Commitment and Normative Commitment on Employee Performance. *Journal of the Department of Tourism* , 7(9), 179-185.
- [19]. Robbins, S. P. (2018). *Organizational behavior*. Jakarta: Prinhalingdo .
- [20]. Sholihin, M., & Ratmono, D. (2013). *SEM-PLS Analysis With WarpPLS. 3.0*. Yogyakarta: Andi .
- [21]. Simanjuntak. (2018). *Human Resources Management* . Yogyakarta: STIE YKPN.
- [22]. Sinaga, AT, & Lumbanraja, P. (2019). The Influence of Affective Commitment on Employee Innovative Work Behavior . *Journal of International Conference on Economics and Business*, 1(1), 1-6.
- [23]. Soeprihantono. (2019). *Assessment of Work Implementation and Employee Development* . Yogyakarta: BPFE.
- [24]. Yusuf, G.C. (2013). The Influence of Affective Commitment, Continuance Commitment and Normative Commitment on Work Performance . *EMBA Journal*, 1(4), 1285-1292.
- [25]. Zulaekhah, K., & Indrayanto, A. (2022). The Effect of Affective Commitment on Performance with Job Satisfaction as a Mediating Variable . *International Conference on Sustainable Competitive Advantage*, 1(1), 1-11.