

**Analysis of Alienative Commitment and Transformational Leadership
on Employee Performance by Moderating Political Skills at the
Jakarta Special Regional Election Supervisory Agency**

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ABSTRACT

The impact of alienative commitment and transformational leadership on employee performance with the moderating variable political skill. 67 respondents aged between 20 and 40 years participated in this research. The sample of respondents used to collect data was via a g-form distributed via WhatsApp. The method used to manage data uses Partial Least Squares software to test hypotheses. The results obtained show that alienative commitment has an impact on employee performance, transformational leadership has an impact on employee performance, and political skills can moderate the impact of alienative commitment on employee performance, and political skills can moderate the impact of transformational leadership on employee performance. In this research it was found that if you want to improve employee performance, you need to have good commitment and transformational leadership, and good political skills will motivate you to do so.

Keywords: Alienative commitment, Transformational leadership, Employee performance, Political skills.

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INTRODUCTION

In an increasingly competitive environment both domestically and internationally, many companies are now looking for innovative strategies that are directly related to improving employee performance. This facilitates the transition from traditional to modern organizational paradigms. We need to be fully aware of this condition and be as prepared as possible. This training is primarily intended for highly qualified personnel. The resource most needed by a company is people (Sutrisno et al., 2022). The number of Indonesian people who have reached the age of 15 or entered the world of work is estimated to reach 147.7 million people in August 2023. This figure is equivalent to 69.48% of the total working age population of 212.59 million people (central statistics agency, 2023)

Table 1. State of the workforce in Indonesia August 2023

Description	Labor force participation rate/month of August (percentage)			
Year	2020	2021	2022	2023
Persentase	67,77	67,80	68,63	69,48

source: national labor force survey (sakernas)

Previous researchers (Ali et al., 2022; Usman et al., 2021; Rohman, 2023). States that alienative commitment can measure an individual towards the organization and can have impacts on the organization such as creativity, organizational learning, and even long-term success. This can affect employees' ability to work hard. In addition, aientative commitment by limiting employee efforts to achieve minimum standards has an impact on employee learning, creativity and extra-role behavior. The impact of transformational leadership on employee performance (bustomi et al., 2022; mahmud & sopiah, 2022; ferdinand & peridawaty, 2022).

Transformational leadership is leadership that changes people's energy and enables them to do work that can change employee performance. The impact of political leadership on employee performance (Suryanti & Kistyanto, 2019; Asher, 2024; Priangkawijayantie et al., 2024). This political talent is an individual's ability to survive and defeat other individuals in the work environment by utilizing this information to influence other people in carrying out activities aimed at advancing identity and the organization. Political skill is a personal resource. In addition, employees who have high political skills can obtain more valuable resources from their leaders, which means that employees' political skills can play an important role in increasing performance effectiveness.

Employee performance is one of the foundations of professional success. This productivity has a direct relationship with human resources, so it is important for business managers to consider this. Increased efficiency also increases the company's benefit goals. This increase in efficiency is related to the execution of a company's workers, and people are an important company asset (Silaen et al., 2021). It investigates the analysis and audit of the impact of alienative commitment and transformational leadership on

employee performance. The difference between this investigation and previous investigations is that there is no alienative commitment on employee performance and there is no political skill variable that moderates alienative commitment and transformational leadership on employee performance.

This research is expected to provide benefits in the fields of education and human resources. Analysts allude to hypothetical understandings and past questions about what happened. In this way, researchers have investigated the impact of alienative commitment on employee performance, the impact of transformational leadership on employee performance, the impact of political skills on employee performance. political skills can moderate the impact of alienative commitment on employee performance, political skills can moderate the impact of transformational leadership on employee performance. Therefore, the researcher was fascinated by the title: "Analysis of alienative commitment and transformational leadership on employee performance with political skills moderating at the Jakarta special regional election supervisory body."

LITERATURE REVIEW

Leadership and planned behaviour

The grand theory that is the basis of this research is leadership, which is related to ability (Stogdill, 1974). Apart from the main theories, there is a theory of planned action related to employee performance (Fishbein & Ajzen, 1991). Using this theory, research has been conducted to determine improvements in employee performance. Therefore, alienative commitment and transformational leadership have an impact on employee performance. Based on the study above, we can formulate the following hypothesis :

Hypothesis

Alienative commitment has an impact on employee performance

Alienative commitment is triggered by lack of control over work activities, environmental pressure and lack of alternatives. An alienatively committed individual often does not have the option to leave the organization because of the financial obligations he must fulfill to meet his family's needs (Usman et al., 2021). In addition, committed workers alienatively strive to meet sufficient threshold criteria to help them survive in the organization (Rohman, 2023). Because committed alienation is low intensity and ambiguous, it can have a negative impact on employees and the organization, and is often difficult for managers to recognize (ali et al., 2022). Using the theoretical study above, the following hypothesis is proposed h1: Alienative commitment has an impact on employee performance

Transformational leadership has an impact on employee performance

Leadership is characterized by the way a pioneer can move his subordinates to carry out their duties and responsibilities (Pratiwi & Amin, 2024). Transformational has the following characteristics: charismatic, transformative powers have the following characteristics: charisma, ability to generate inspiration, skill, ability to actively stimulate the intelligence of subordinates actively, being considerate, caring for the individual. (Mahmud & Sopia, 2022). Transformational leadership has a direct impact on employee

performance (ferdinand & peridawaty, 2022). Using the theoretical study above, the following hypothesis is presented h2: Transformational leadership has an impact on employee performance

Political skills have an impact on employee performance

People with high political skills will be better able to understand and mobilize the resources embedded in these networks (asher, 2024). Political skills enable individuals to build a network of relationships through their networking abilities that help individuals obtain valuable resources and improve the social interaction environment in the workplace (priangkawijyantie et al., 2024). Individuals who have a politically skilled attitude can identify others better and handle rigid social network structures to facilitate the smooth flow of information that helps them build high-quality relationships based on trust with others in the workplace (Suryanti & Kistyanto, 2019). Using the above theoretical research, the following hypothesis is presented. h3: Political skills impact employee performance

Political skill's moderation of the impact of alienative commitment on employee performance

These political skills will support the impact of alienative commitment on employee performance (Maida & Lukiyana, 2024). Political skills can be said to be a person's ability to understand other people effectively in a job and use this knowledge to influence other people so that their actions can improve organizational and personal goals. Employee performance will be easily achieved if they have good political skills. Based on the arguments above, hypothesis h4 is formed: political skill moderates the impact of alienative commitment on employee performance

Political skill's moderation of the impact of transformational leadership on employee performance

These political skills support the influence of transformational leadership on employee performance (Lukiyana & Hukom, 2022). Good political skills have a good ability to develop social relationships and understand the relational dynamics of those networks so that these relationships can be used to consolidate resources more effectively. Based on the arguments above, the following hypothesis h5 is formed: political skills moderate the impact of transformational leadership on employee performance

RESEARCH METHOD

Commissioners and employees of the Jakarta DK General Election Monitoring Agency who took part in the research. The sample in this research is part of the population to answer questionnaires about research variables. The method used to determine the sample size is from the number of indicators or research questions (Hair & Alamer, 2022). The convenience method used for sample selection (Azhari et al., 2023). In this method, it is explained that the sample was chosen because of the ease of communicating in meetings. Regression analysis and moderation test using the partial least squares method were used as analysis (Sekaran & Bougie, 2017). SmartPLS Software (Musyaffi et al., 2022). used for data analysis in this research. The 4 variables in this research, namely

alienative commitment, can have an influence on employee and organizational performance because of its low intensity and ambiguous nature and is often a challenge for managers to identify (Ali et al., 2022). Alienative commitment is triggered by lack of control over work activities, environmental pressure and lack of alternatives. An alienatively committed individual often does not have the option to leave the organization because of the financial obligations he must fulfill to meet his family's needs (Usman et al., 2021).

Transformational leadership influences employee performance, the organizational structure must include clear leadership, collaboration to minimize or avoid confusion in the implementation of tasks, work roles, management monitoring mechanisms and integration of work functions including cross-border functions, and reconciliation procedures. The network can develop further (Sariningrum & Febrian, 2023). Employee performance is important for a company in achieving its goals. Employee performance is an important aspect because it is directly related to company operations (Novitasari & Asbari, 2020). Employee performance factors relate to motivation, commitment, work environment, training and career development (Putra & Rochimah, 2022). Political skills enable individuals to build a network of relationships through their networking abilities that help individuals obtain valuable resources and improve the social interaction environment in the workplace (priangkawijyantie et al., 2024). Politically savvy individuals can better identify others, navigate rigid social network structures, and facilitate the flow of information that helps them build quality, trust-based relationships with others in the workplace (Suryanti & Kistyanto, 2019). The data analysis stage includes respondent demographics, validity test, reliability, hypothesis, and determination description (Sigit Hermawan & Amirullah, 2021). Respondent data includes gender data, age data and other variables. Validity testing tests the validity of survey questions and statements. Reliability tests are tests that check the consistency of respondents' answers and tests that determine whether respondents answered survey questions seriously. Hypothesis testing verifies a conclusion found. R square is the ability of the independent variable to describe the dependent variable (Saputra & Zulmaulida, 2020).

RESULTS AND DISCUSSION

A sample of 67 respondents selected from members and staff of the Jakarta DK general election supervisory body was used for this research. This number consisted of 30 female respondents (45%) and 37 male respondents (55%). The ages of respondents in this study were based on three age groups: 23 respondents aged 20-25 years, 27 respondents aged 26-30 years, and 17 respondents aged 31 years and over. Partial least squares (pls) analysis, variance-based approaches, or structural equation modeling (sem) with component-based structural equation models were used to check data quality. The software used is the partial least squares method.

Validity test

Validity test tests the relationship between indicators and variables to obtain valid data. This is a measurement model that uses combinatorial control. Reversible strength

begins by considering the validity index which is stated with a factor loading value of at least 0.5 which is considered valid. Below is a screenshot of the official test results

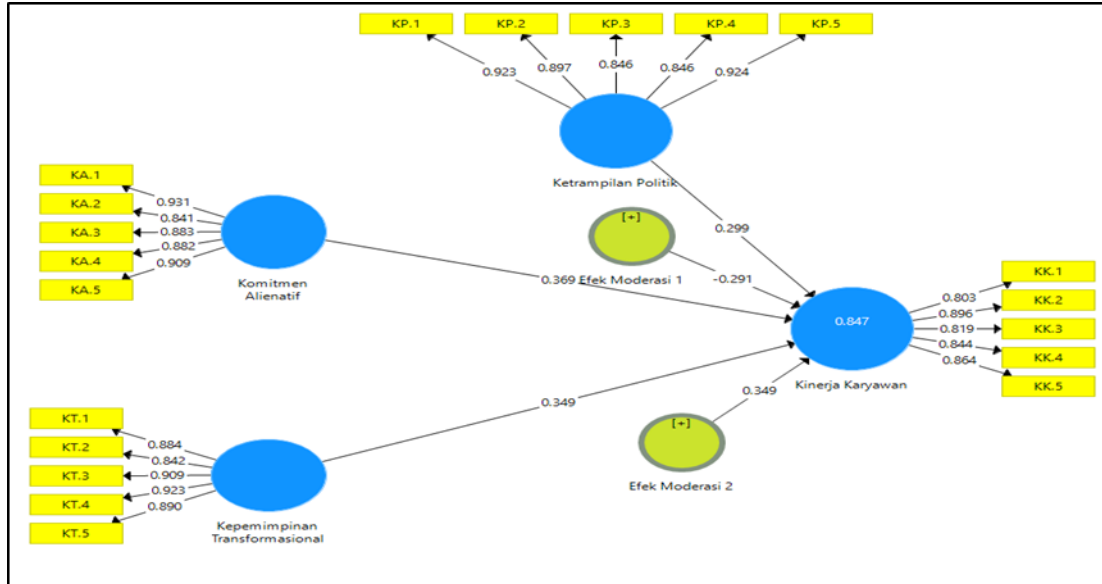


Figure 2. Validity Test

From the results above, these variables consist of alienative commitment, transformational leadership, employee performance, and political skills. Load factor exceeds 0.5. In fact, in this study, the variable loading factor exceeded 0.7. So it can be stated that all research questions represent the variables in this research. The average value of 0.5 determines the suitability of the indicator with the variables used so that it is declared valid or positive.

Reliability test

Verifying the reliability of variables in this research uses Cronbach's alpha, the lowest value is 0.7 for all variables. Rho is a variable that has a value as low as 0.7. The minimum composite reliability value to meet the reliability criteria is 0.7 and the average is 0.5.

Table 2. Reliability Test Results

	Cronbach's Alpha	Rho_A	Composite Reliability	(Ave)	Decision
Komitmen alienatif	0.934	0.940	0.950	0.792	Approved
Kepemimpinan transformasional	0.934	0.937	0.950	0.792	Approved
Kinerja karyawan	0.901	0.906	0.926	0.715	Approved

Political skills 0.933 0.938 0.949 0.788 Approved

In the research sample, Cronbach's alpha reliability of the alienative commitment variable was 0.934, rho_a was 0.940, and composite reliability was 0.950. Cronbach's alpha for transformational leadership was 0.934, rho_a 0.937, and composite reliability 0.950. Cronbach's alpha for employee performance was 0.901, rho_a was 0.906, and reliability was 0.926. Cronbach's alpha for political skills is 0.933, rho_a is 0.949, and reliability is 0.949. The reliability test obtained Cronbach's alpha, rho_a and complexity above 0.7, which means the variables used were declared to have passed the reliability test. The mean value of the alienative commitment reliability test is 0.792. The average value of transformational leadership is 0.792. The employee performance value is 0.715. The average value of political skills is 0.788. All variables in this study are considered to have passed the reliability test if the mean value is 0.5 or higher.

The structural model test

This analysis aims to produce an appropriate structural model. Analysis is said to have an impact if the t-statistic exceeds 1.96 and the p-value exceeds 0.05. The research results used least squares (pls) to determine whether the data obtained had an impact.

Table 3 : Hypothesis Test

	Sample	Sample Mean	Deviation Standard	T Statistic	P Values	Decision
Alienative commitment -> employee performance	0.369	0.385	0.115	3.208	0.001	Approved
Transformational leadership -> employee performance	0.349	0.326	0.133	2.622	0.009	Approved
Political skills -> employee performance	0.299	0.303	0.107	2.802	0.005	Approved
Political skill x alienative commitment -> employee performance	-0.291	-0.291	0.124	2.351	0.019	Approved
Political x leadership skills transformational -> employee performance	0.349	0.353	0.111	3.152	0.002	Approved

From the information above, it can be seen that all hypotheses are accepted as indicated by the t-statistic value exceeding 1.96. Based on the results of the structural model above, it can be explained as follows:

The first hypothesis (h1) in the structural model test above shows the original sample value of 0.369 (36.9%) and the t statistic of 3.208. Extrinsic commitment has been proven to have an impact on employee performance. So it can be interpreted that the better the distribution, the better the employee's performance. The results obtained are consistent with research in line with previous research (Ali et al., 2022; Usman et al., 2021; Rohman, 2023). It can be stated that the first hypothesis (h1) is accepted.

Hypothesis two (h2) from testing the structural model above shows a t-statistic of 2.622. And the original sample value was 0.349 (34.9%). Therefore, it states that transformational leadership has an impact on employee performance. The results obtained are consistent with research in line with previous research (bustomi et al., 2022; mahmud & sopiah, 2022; ferdinand & peridawaty, 2022). It can be stated that the second hypothesis (h2) is accepted.

Hypothesis three (h3) in the structural model test above states that the t-statistic value is 2.802. The original sample value of 0.299 (29.9%) shows that political skills have an impact on employee performance. So, political skills are interpreted as enabling interpersonal relationships to increase employee performance. The results obtained are consistent with research in line with previous research (Suryanti & Kistyanto, 2019; Asher, 2024; Priangkawijayantie et al., 2024). It can be stated that the third hypothesis (h3) is accepted.

Hypothesis four (h4) states the original sample is -0.291 and the sample average is -0.291. Transformational leadership, expressed as a negative value, is moderate and weak, but has an engagement effect. Therefore, it can be said that there is a negative relationship between political skills, alienation commitment, and employee performance. This negative impact can be explained by the fact that the higher an employee's political skills, the more likely they are to perform poorly. Political skills play an important role in determining employee performance. The way to improve employee performance is to retain them. Thus, this research adds and expands the variables in existing research. (Maida & Lukiyana, 2024). It can be stated that hypothesis four (h4) is accepted.

Hypothesis five (h5) from the structural model test above shows the original sample value of 0.349 (34.9%) and the t-statistic of 3.152. We found that moderate political skills can influence the impact of transformational leadership on employee performance. Therefore, there is a positive relationship between political competence, alienation commitment, and employee performance. This positive effect can be explained by the better the political skills, the stronger the transformational leadership and the better the employee performance. Thus, this research adds and expands the variables in existing research. (lukiyana & hukom, 2022). Therefore hypothesis five (h5) is accepted.

CONCLUSION

This research proves that alienative commitment and transformational leadership have an impact on employee performance by using political skills as moderation. This research shows that alienative commitment has an impact on employee performance, transformational leadership has an impact on employee performance, political skills have an impact on employee performance, political skills can moderate the impact of alienative commitment on employee performance, and political skills can moderate the impact of transformational leadership on employee performance. In this research there are a few shortcomings. In other words, the respondents in the sample were only aged between 20 and 40 years from Bawaslu DK Jakarta. This study recommends that if you want to improve employee performance, it would be wise to further increase alienative commitment and transformational leadership. Several respondents to this survey said that to improve employee performance they must be able to successfully develop alienative commitment and transformational leadership to improve employee performance. This

research only uses samples aged 20 to 40 years from Bawaslu DK Jakarta, and future researchers want to expand the sample because other independent variables can be added. You can also add various adjustment variables to complete the model that you want to learn more about.

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