



Mediation of Affective Commitment: The Impact of Work Flexibility and Organizational Support on Community Information Performance

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ABSTRACT: With the development of information technology, the need for fast information becomes crucial for government attention. The formation of the Community Information Group (KIM) is a solution to increase public knowledge. This study aims to determine and analyze the influence and support of the organization on the performance of the management of the Community Information Group (KIM) in Jember Regency through affective commitment. This study uses descriptive and verification methods with a quantitative approach. The research sample was 168 respondents selected using purposive sampling techniques from a total population of 672 KIM managers. Data was collected through questionnaires, observations, documentation, and interviews. Data were analyzed using the Structural Equation Model (SEM) with the WarpPLS 8.0 program. The results showed that the minimum work and organizational support significantly affected KIM members' performance and affective commitment. Work flexibility allows members to manage their time and work methods more efficiently, increasing productivity and emotional commitment to the organization. Organizational support improves performance by providing the necessary resources and strengthening members' emotional ties to common goals. Both factors, both directly and through affective commitment, encourage KIM members to work optimally and effectively. The practical implications of this study emphasize the importance of implementing more adaptive work policies to increase alertness and strengthen organizational support through adequate training, resource provision, and rewards. This will create a supportive and empowering work environment, resulting in members who are not only high performers but also have loyalty and dedication to achieving common goals.

Keywords: Work Flexibility, Organizational Support, Affective Commitment, Performance, KIM Jember.



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INTRODUCTION

Human Resource Management (HRM) is key to improving organizational performance's effectiveness and efficiency. HRM does not only focus on workforce management but also on development strategies that can improve the productivity and welfare of organizational members (Qomariyah, 2020). Human resource management is the entire process of planning, organizing, directing and supervising the activities of procurement, selection, termination, placement,

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announcement, development, integration, maintenance, and release of human resources to achieve various goals of individuals, communities, government customers and the organization concerned ([Mahapatro, 2022](#)). In the context of the Community Information Group (KIM), Human Resources (HR), in this case, the community itself has a very important role. KIM is a forum for collecting, managing, and disseminating important information to the local community. Thus, the operational success of KIM is highly dependent on effective HR performance. This follows the view ([Iskamto, 2022](#)) that emphasizes that effective HR performance factors can optimize individual contributions in achieving organizational or group goals.

The organization that is the object of the research is the Jember Regency Communication and Informatics Service. The reason for choosing the Regional Apparatus Organization (OPD) is because this institution oversees and facilitates the Community Information Group (KIM) throughout the Jember Regency. Following Jember Regent Regulation 122 of 2021 concerning the Position, Organizational Structure, Duties, and Functions and Work Procedures of the Jember Regency Communication and Informatics Service, the Jember Regency Communication and Informatics Service has the task of carrying out government is the authority of the region in the field of Communication and Informatics, Government numbers in the field of Statistics and government affairs in the field of Encryption. Based on the Jember Regent Regulation regarding the duties and functions of the Jember Regency Communication and Informatics Service, the research chosen focuses on the Field of Aspirations and Public Information Services.

The Aspiration and Public Information Services Sector has the task of preparing the formulation and implementation of policies, compiling norms, standards, procedures, and criteria, and providing technical guidance and supervision, as well as monitoring, evaluation, and reporting in the field of managing public opinion and aspirations within the scope of the Jember Regency government, managing information to support national and regional government policies, and public information services in Jember Regency as well as other tasks assigned by the Head of the Service.

The Community Information Community is one of them, and it contains the duties and functions of the Aspiration and Public Information Services Sector. KIM is a Community Information Community formed by the community, from the community, and for the community. It independently and creatively carries out information management and empowerment activities to add value to the community. This concept is a paradigm for developing communication patterns in the community: no longer communicating with the community but communicating with the community. Based on the Regulation of the Minister of Communication and Information No. 8 of 2019 concerning the Implementation of Concurrent Government Affairs in the Field of Communication and Informatics, the Service carries out partnerships with stakeholders, one of which is the Community Information Community, as referred to in Article 16 paragraph (2) letter a. Community information group.

The Jember Regency Government needs to synergize and collaborate with the Community Information Community, which forms at least one community in each sub-district in Jember Regency so that information in all areas of Jember Regency is conveyed to the entire community. Information access, Discussion, Implementation, Networking, Dissemination, and Aspiration,

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which can be abbreviated as ADINDA, are some of the tasks of the Community Information Community. This describes the steps the Community Information Community can follow to follow the functions of the KIM spread across the Jember Regency. The results of ADINDA that have been carried out by all KIMs from each Sub-district in Jember Regency are as follows:

Table. 1 Performance Tasks of the Community Information Community (KIM) of Jember Regency

No	KIM Performance Indicators	Target	Realization	
			Year 2022	Year 2023
1	The number of information sources accessed:	40	10	20
2	Number of discussion activities about information	12	4	6
3	Number of discussion forums held (offline/online)	12	1	3
4	The ability of members to actively participate in discussions	90%	40%	70%
5	Number of people participating in the discussion forum	100	20	25
6	The number of issues or themes discussed and resolved through discussion	12	3	3
7	Number of activity programs implemented by KIM	10	3	3
8	Level of public understanding of information	90%	60	75%
9	Level of information utilization by the community	100%	55%	65%

Source: KOMINFO. Jember Regency (2024)

Based on the performance indicators known to all KIMs in Jember Regency, it can be seen that the average work achievement is not optimal, which is indicated by the realization of the performance of KIM members not reaching the expected target, so in this study, the researcher concluded that the problem of the phenomenon that still occurs in the performance of all KIMs in Jember Regency is the less than optimal performance of all KIMs in Jember Regency in carrying out work tasks. Referring to the phenomenon obtained, the researcher tried to put forward several important factors to improve KIM performance and minimize the problems contained in Table 1.1 above; these factors include brotherhood and organizational support that influence performance with affective commitment as an intervening variable.

Flexibility is one of the important factors that affect group performance. Flexibility allows group members to adapt to changes and challenges faced. (Griffin, 2019)The moment's importance in facing the dynamics of a changing work environment. In a group or organization, adopting new technologies and adapting to evolving information issues is crucial (Davidescu et al., 2020). This flexibility is very important considering the dynamics of information that continue to change and the diversity of information needs of the community. Flexibility shows variations in time and place of work, the division of labor, responsibilities between group members, part-time work, and the length of work (Affandi et al., 2021). Flexible working hours offer convenience in planning, not a reduction in working hours. Thus, intersecting in work can allow employees to control the length

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of their working hours and work location. The company should offer this ability because of the benefits felt (Neeley, 2021). (Larson et al., 2020) said that flexible working hours have a different form than normal working hours. The difference is the hours and working hours; artisan workers can do their work on time whenever and wherever they want.

Research related to work equality has been conducted (Abadi & Taufiqurrahman, 2023; Davidescu et al., 2020; Saputro et al., 2021; Siskayanti & Sanica, 2022) stating that flexible working hours can increase employee work productivity. So that achieving work targets is more optimal, at a glance work has an important role in improving performance. In contrast to the results of the study (Siskayanti & Sanica, 2022; Wahyuni & Cahyono, 2022) which concluded that flexible working hours were not able to increase work productivity. The study (Febriyanti & Qomariyah, 2023) concluded that the agreement did not affect the organization's commitment to the startup company.

Perceived Organizational Support (POS) also plays an important role in improving group performance. (Rhoades & Eisenberger, 2020; Sabir et al., 2022) explains that POS refers to the extent to which members of an organization feel valued and cared for by the organization. In the context of KIM in Jember Regency, strong support from the organization can increase the self-confidence and satisfaction of members, which in turn will encourage them to work harder and more effectively. This support can be in the form of recognition of member contributions, provision of adequate facilities, and attention to member welfare (Caesens & Stinglhamber, 2020). Increased organizational support can make employees feel responsible and obligated to contribute and care about the organization's welfare and help it achieve its goals. Positive organizational support can improve employee perceptions of leaders and the organization, thereby impacting employee performance (Imran et al., 2020).

Several previous studies on organizational support include other studies (Chen et al., 2020; Sabir et al., 2022) stating that the perception of organizational support has been proven to influence employee performance. However, these results differ from empirical evidence shown by (Jufrizen et al., 2021; Siregar et al., 2022) stating that organizational support has a positive and significant effect on employee performance. However, research on organizational (Rusmita et al., 2022) Support has a positive but not significant effect on employee performance. These results also confirm that employee performance requires organizational support, but the main factor is employee work professionalism.

Group performance in KIM is greatly influenced by the affective commitment of its members (Udin et al., 2022). Affective commitment refers to the persistence of members' emotions and memories towards the organization (Wahyudi, 2020). Amin, (2022) states that members with high affective commitment tend to be more motivated to work hard and contribute positively to organizational goals. Strong affective commitment among community members of the KIM forum can strengthen solidarity and cooperation, ultimately improving the quality and accuracy of information delivered to the community (Lie, 2021). This is very important because accurate and precise information can improve the welfare of the community as a whole. This study will explore how the affective commitment of KIM members contributes to improving group performance and what factors can strengthen this affective commitment.

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Recent studies have shown a significant relationship between affective commitment and employee performance. ([Hendri, 2019](#)) Found that organizational commitment, including affective commitment, mediates the relationship between organizational learning and employee performance. ([Loan, 2020](#)) Confirmed the positive effect of organizational commitment on performance, with job satisfaction as a mediator. ([Ribeiro et al., 2020](#)) demonstrated the role of affective commitment as a mediator between authentic leadership and individual performance. ([Garg et al., 2020](#)) Revealing a positive relationship between affective commitment, work involvement, and performance in the private banking sector. ([Cesário & Chambel, 2019](#)) Strengthening these findings shows that organizational commitment positively affects employee performance, which is mediated through work engagement. Overall, these five studies confirm the important role of affective commitment in improving employee performance.

However, several other studies have shown different or more complex results. ([Meneghel et al., 2022](#)) Finding that time resilience, but not affective commitment, mediated the relationship between positive emotions and time performance. ([Rahman et al., 2019](#)) In a health care context, suggesting that factors such as service quality and customer satisfaction may be more influential on organizational performance. Pradhan & Jena (2019) The findings show that meaningfulness of work mediated the relationship between transformational leadership and innovative work behavior, except for the direct role of affective commitment. Although these three studies did not directly examine the relationship between affective commitment and performance, they highlight the complexity of the relationship between organizational variables and the importance of considering other factors that may influence employee performance. These findings suggest that although affective commitment is often important, its effects on performance may vary depending on the context and the presence of other relevant factors.

Thus, integrating elements such as effective human resources, alignment, organizational support and perception of affective commitment can significantly improve the performance of Community Information Groups in Jember Regency. This study aims to examine the extent to which these factors are interrelated and contribute to improving the performance of KIM in Jember Regency so that it can provide appropriate recommendations for developing KIM in the future. The results of this study are expected to provide useful input for KIM managers and other related parties to improve the quality of information dissemination and services to the community in Jember Regency.

Work flexibility is a work system that allows workers to arrange work schedules that aim to improve morale, reduce work stress and increase their involvement in an organization ([Spencer & Spencer, 2020](#)). Referring to empirical evidence ([Abadi & Taufiqurrahman, 2023](#); [Davidescu et al., 2020](#); [Pryor et al., 2021](#); [Saputro et al., 2021](#); [Siskayanti & Sanica, 2022](#)) The hypothesis is H 1: Flexibility positively and significantly affects KIM performance.

According to ([Febriyanti & Qomariyah, 2023](#)) explaining that organizational support plays a very important role in determining member performance, in his research it is also explained that organizational support is related to work performance, where awards by the organization are considered to provide benefits for members, such as work comfort because they are accepted and

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recognized, get salaries and promotions, get information easily, and several other things that members need to be able to carry out their work effectively. Following the study's results ([Astuty & Udin, 2020](#); [B. J. Kim et al., 2018](#); [Sabir et al., 2022](#)), It states that organizational support has a positive and significant effect on performance. Hence, the hypothesis is that organizational support positively and significantly affects KIM performance.

Flexible working hours in practice have several benefits that are very helpful for employees and companies. The benefits received by employees by implementing the flexible working hours system are that employees can control their working hours more freely so that they do not interfere with their personal lives so that workers can achieve a balance between work and their personal lives (work-life balance) ([Shagvaliyeva & Yazdanifard, 2014](#)). Research ([Pryor et al., 2021](#)) states that flexibility has a positive and significant effect on affective commitment, so the hypothesis that is built is H3: Flexibility has a positive and significant effect on affective commitment.

According to Robbins (2015) perceived organizational support is the degree to which employees believe the organization values their contributions and cares about their well-being. Unless management does not support employees, employees may view these tasks as unpleasant and show ineffective work results for the organization. Following the results of the study ([Astuty & Udin, 2020](#)) The hypothesis built is H4, stating that Organizational support has a positive and significant effect on affective commitment.

The significance of affective commitment in the organizational context cannot be ignored, especially because of its substantial impact on various organizational outcomes. Colquitt et al. (2015) suggested that employees with strong affective commitment tend to perform better, work harder, and have lower absenteeism rates. These findings confirm the vital role of affective commitment in improving organizational effectiveness. Referring to empirical evidence ([Astuty & Udin, 2020](#); [K. Y. Kim et al., 2016](#); [Pandey, 2019](#); [Pryor et al., 2021](#)) The hypothesis is H5: Affective commitment positively and significantly affects KIM performance.

A person with a flexible work schedule is believed to have higher productivity and lower levels of work stress. The relationship between workers and their home life and family will be more harmonious, which can improve performance and job satisfaction. The sense of responsibility for the work given and the concentration of workers is higher, making it easier for them to develop their careers. Work flexibility is the freedom a company gives human resources to determine its work schedule ([Kabalina et al., 2019](#)). The purpose of implementing work flexibility is to provide convenience for human resources in pursuing alternative strategies in the company's competitive environment. Because flexible workers have a greater ability to adapt to ever-changing and uncertain circumstances and the challenges presented by the company, this shows that work flexibility has an important role in improving the quality of human resources. ([Shagvaliyeva & Yazdanifard, 2014](#)). By implementing flexible working hours, the company also helps build a culture of mutual trust with its employees, which will impact the overall satisfaction of employees with the company where they work ([Wadhawan, 2019](#)). The development of the research hypothesis also refers to empirical evidence ([Pryor et al., 2021](#)) stating that flexibility has a positive and significant effect on performance through affective commitment. Therefore, the hypothesis is

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as follows: H6: Flexibility positively and significantly affects KIM performance with affective commitment as an intervening variable.

Perceived organizational support is the degree to which employees believe the organization values their contribution and cares about their well-being (Robbin & Judge, 2015). An organization's employees need support beyond the mandatory reciprocity provided by the organization. This support will influence the psychology of employees in working. With the existence of positive psychological conditions in employees, it will refer to empirical evidence (Astuty & Udin, 2020) stating that organizational support positively and significantly affects performance through affective commitment. So the hypothesis that is built is H7: Organizational support has a positive and significant effect on KIM performance with affective commitment as an intervening variable.

Based on the literature review and previous research, the research framework in this study can be described graphically as follows.

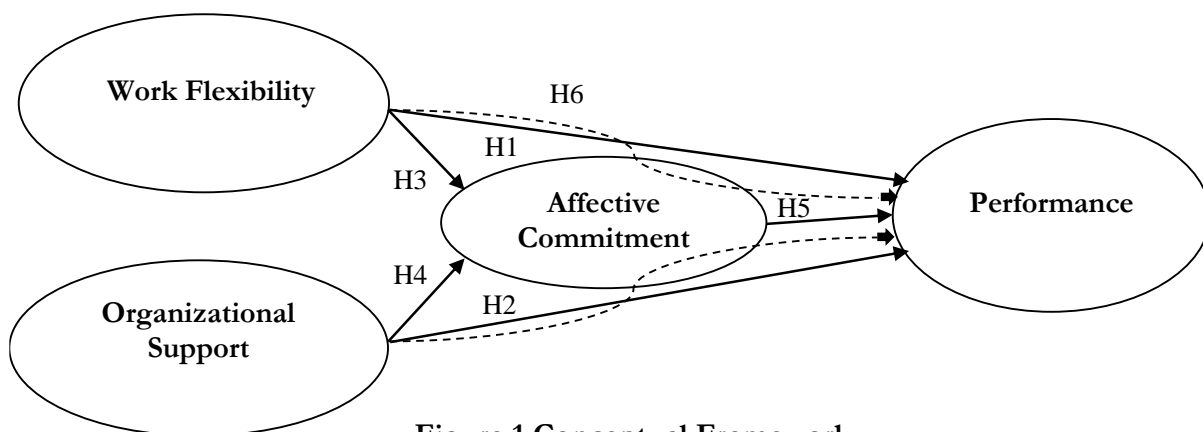


Figure 1 Conceptual Framework

METHOD

This study uses descriptive and verification methods with a quantitative approach to analyze the performance of KIM administrators in Jember Regency. The population of this study was 672 KIM administrators throughout Jember Regency, with a sample of 168 respondents (25% of the population) selected using purposive sampling techniques with the criteria of active members since the formation of KIM and becoming chairman or secretary of KIM. The criteria for respondents who were used as samples in this study were 1) Active members since the formation of KIM in Jember Regency; 2) The sample in this study was the chairman and secretary of KIM. This study analyzes four main variables, namely expectations (X1) and organizational support (X2) as independent variables, affective commitment (Z) as an intervening variable, and employee performance (Y) as an engagement variable. The measurement of variables uses a Likert scale of 1-5, from strongly disagree to agree strongly.

Data was collected through four methods: direct observation in the field, questionnaires with a Likert scale, documentation from various written sources, and interviews with KIM officers. The

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data collected includes primary data from direct respondents and secondary data from KIM documents and related literature.

Data processing techniques include four stages: editing (checking for errors), coding (coding qualitative data into quantitative), scoring (assessment based on a Likert scale), and tabulation (presenting data in table form). The data was then analyzed using the Structural Equation Model (SEM) technique with the WarpPLS 8.0 program. The SEM analysis model with WarpPLS is used because it can identify and estimate the relationship between latent variables (endogenous and exogenous) and the use of samples of more than 100 respondents.

Data analysis was conducted through three stages: descriptive statistical analysis to describe the characteristics of the data, outer model analysis to test the validity and reliability of the instrument (including convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha), and inner model analysis to test the relationship between latent variables. (including path analysis, R Square, and model fit index).

RESULT AND DISCUSSION

Respondent Characteristics

The characteristics of respondents in the Community Information Group (KIM) study in Jember Regency, totaling 168 people, showed several significant demographic patterns. Based on gender, most respondents were male (65.5% or 110 people) compared to female (34.5% or 58 people), indicating the dominance of male participation in KIM. In terms of age, the largest group was in the 41-50 year range (44% or 74 respondents), followed by the 31-40 year age group (28% or 47 respondents), 51-60 year age group (16.7% or 28 respondents), and the smallest was the age group under 30 years (11.3% or 19 respondents). Meanwhile, in terms of education level, the majority of respondents have a Bachelor's degree (56.5% or 95 people), followed by Masters (25.6% or 30 people), and High School/Vocational High School/Equivalent (17.9% or 43 people), indicating that KIM in Jember Regency is dominated by highly educated members who can support the effectiveness of information dissemination in the community.

Validity and Reliability Test Results

The results of the validity and reliability tests indicate that the research instrument meets all the established criteria. The validity test conducted through WarpPLS 7.0 shows that all indicators have a cross-loadings factor value above 0.7 with a p-value <0.05 and an Average Variance Extracted (AVE) value above 0.5 for all variables (Work flexibility 0.786; Organizational support 0.711; Affective commitment 0.625; KIM performance 0.670), which confirms the convergent validity of the research instrument. Meanwhile, the reliability test shows that all variables have Composite reliability coefficients and Cronbach's alpha coefficient values above 0.7 (Work flexibility: 0.917 and 0.864; Organizational support: 0.907 and 0.862; Affective commitment: 0.833

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and 0.709; KIM performance: 0.924 and 0.902), which proves that the research instrument is reliable and can provide consistent measurement results.

Hypothesis Testing

Calculation of Direct Influence Path Coefficient

The research hypothesis test aims to determine whether the independent variable affects the dependent variable by conducting a regression analysis. Regression analysis measures the strength of the relationship between two or more variables and shows the direction of the relationship between the independent and dependent variables. The description of the structural model test in PLS is presented as follows:

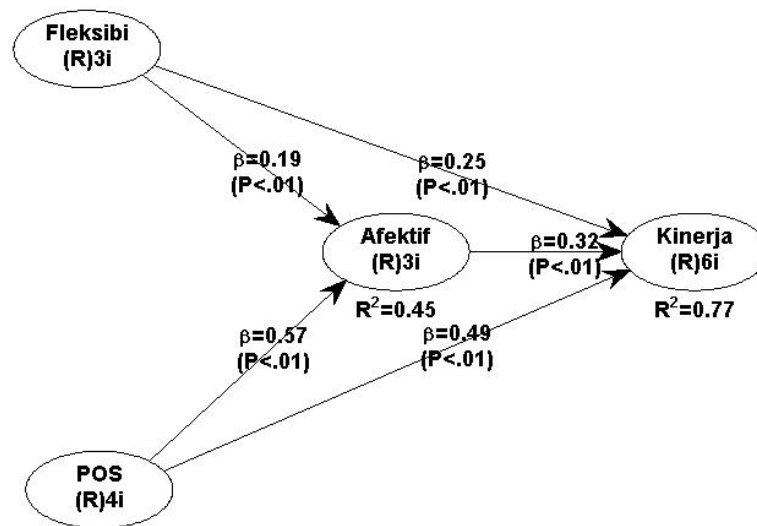


Figure 2. PLS Structural Model Test Results

Based on the image above, the results of the hypothesis test using the Warp PLS application are presented in the form of a table as follows:

Table 2. Direct Influence Path Coefficient Values

No	Hypothesis	Path coefficient	P Value	Information
1	H1	0.194	0.005	Important
2	H2	0.568	0.001	Important
3	H3	0.247	0.001	Important
4	H4	0.490	0.001	Important
5	H5	0.317	0.001	Important

Indirect Influence Path Influence

Indirect influence testing is done by looking at the results of testing the passed paths. If all the paths passed are significant, then the indirect influence is also significant. If there is one path that is not significant, then the indirect influence is said to be insignificant. The indirect influence path coefficient is presented in Table 3.

Table 3. Indirect Influence Path Coefficients

No	Hypothesis	Path coefficient	P Value	Information
6	H6	0.062	0.027	Important
7	H7	0.180	0.001	Important

The Influence of Work Flexibility on the Performance of Community Information Groups (KIM)

Based on the results of testing the Work Flexibility variable (X1) on the Performance of the Community Information Group (KIM) (Y), the path coefficient value was obtained as 0.247 with a ρ value of 0.001. This means that the work's thickness significantly affects the performance of the Public Information Group in Jember Regency. Is this proven true, or is H1 accepted? Work flexibility allows KIM members to organize their time and work methods according to their needs to increase the efficiency and quality of effective work results and handle certain tasks that directly impact overall group performance. This aligns with research from Hewagama et al. (2019), which found that collaboration provides space for workers to achieve a better work-life balance, thereby increasing productivity and job satisfaction. Hard work allows KIM members to respond quickly to changes in information, which is important in carrying out their role as providers of public information. In a dynamic work environment like KIM, adjusting work schedules and methods allows members to stay focused on achieving group goals and effectively delivering accurate and relevant information to the public. This is supported by research which ([Abadi & Taufiqurrahman, 2023](#); [Davidescu et al., 2020](#); [Pryor et al., 2021](#); [Saputro et al., 2021](#); [Siskayanti & Sanica, 2022](#)) Concludes that hard work has a positive and significant influence on performance.

The Influence of Organizational Support on the Performance of Community Information Groups (KIM)

Based on the results of testing the Organizational Support variable (X2) on the Performance of the Community Information Group (KIM) (Y), the path coefficient value was obtained as 0.490 with a ρ value of 0.001. This means that organizational support significantly affects the performance of Community Information Groups in Jember Regency, proven true or H2 is accepted. Strong organizational support, such as providing resources and training, plays an important role in improving the performance of KIM members. This support makes members feel appreciated and motivated to perform their best. (tt) shows the availability of close support

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with increased member involvement in tasks and the achievement of expected results because they have access to the tools and information needed. Furthermore, organizational support is an intrinsic motivation factor that increases member commitment to KIM goals. When members feel fully supported by the organization, they tend to be more proactive in improving information services for the community, which leads to increased overall group performance. This study has significant similarities with previous studies ([Astuty & Udin, 2020](#); [B. J. Kim et al., 2018](#); [Sabir et al., 2022](#)) state that organizational support positively and significantly influences performance.

The Influence of Work Flexibility on Affective Commitment

Based on the test results of the Work Flexibility (X1) variable on Affective Commitment (Z), the Path coefficient value is 0.194 with a q value of 0.001. This means that work continuity significantly affects the Affective Commitment of the Community Information Group in the Jember Regency if it is proven true or H3 is accepted. Work flexibility increases productivity and creates emotional uncertainty between KIM members. The flexibility provided strengthens the sense of belonging to the organization, which is known for its affective commitment; it also allows employees to feel empowered to contribute according to their abilities. Cherif's (2020) research supports this view, where hard work is found to play an important role in creating a closer relationship between workers and the organization, in addition to the memories given making KIM members feel remembered, which in essence encourages their loyalty to the goals and mission of the organization. They feel that the organization values their well-being, thus increasing their affective commitment to stay and contribute more deeply. The results of this study have significant similarities with previous studies conducted by ([Pryor et al., 2021](#)). The results of the study stated that job ambiguity has a significant influence on affective commitment.

The Influence of Organizational Support on Affective Commitment

Based on the results of testing the Organizational Support variable (X2) on Affective Commitment (Z), the Path coefficient value was obtained at 0.568 with a q value of 0.001. This means that organizational support significantly affects the Affective Commitment of the Community Information Group in the Jember Regency, which is proven to be true or H4 is accepted. Consistent support from the organization improves performance and strengthens the effective commitment of KIM members. With support, members feel positive feelings towards the organization, reflected in their loyalty and motivation to contribute. Research by Nasution and Musnadi (2018) also supports this, stating that strong organizational support fosters deep emotional bonds. This affective commitment is a strong foundation for KIM to carry out with maximum dedication; they tend to be more enthusiastic in carrying it out and are committed to remaining in the organization to achieve common goals. This study is in line with the results of previous studies ([Astuty & Udin, 2020](#)), which stated that organizational support significantly influences affective commitment.

The Influence of Affective Commitment on the Performance of Community Information Groups (KIM)

Based on the test results of the Affective Commitment variable (Z) on the Performance of the Community Information Group (KIM) (Y), the path coefficient value was obtained at 0.317 with a ρ value of 0.016. This means that Affective Commitment significantly influences the performance of the Community Information Group in Jember Regency; its truth is proven, or H5 is accepted. This is because the Affective Commitment aspect can improve the performance of the Community Information Group in Jember Regency. High affective commitment in KIM members encourages them to put maximum effort into every task. Members strongly committed to the organization tend to be more proactive and motivated in achieving the expected results. Randi's (2020) research also shows that strong affective commitment improves performance by encouraging individuals to make greater contributions. In addition, affective commitment also functions as a bond that strengthens solidarity among KIM members. When members have a shared vision and goals based on emotional bonds, collaboration within the group becomes more effective, ultimately increasing the productivity and quality of the group's overall performance. In this study, there are significant similarities in results with previous studies conducted by ([Astuty & Udin, 2020](#); [K. Y. Kim et al., 2016](#); [Pandey, 2019](#); [Pryor et al., 2021](#)) Their research states that Affective Commitment affects the Performance of Community Information Groups (KIM).

The Influence of Work Flexibility on the Performance of Community Information Groups (KIM) Through Affective Commitment

Based on the sixth hypothesis, the indirect effect of work similarity (X1) on the Community Information Group (KIM) Performance variable (Y) through the intervening variable Affective Commitment (Z) is 0.062 smaller than the direct effect of the work similarity variable (X1) on the Community Information Group (KIM) Performance variable (Y) which is 0.247. Work flexibility through increasing affective commitment has a significant indirect effect on KIM performance. When members feel the longing given, they develop a stronger sense, which impacts their commitment to work better. Hardiyono et al. (2017) found that the curiosity provided by the organization can improve performance, especially when combined with high emotional commitment. This combination of incongruence and affective commitment creates a supportive work environment, where members feel empowered to contribute optimally. This ends up increasing work effectiveness because members not only work to complete tasks but also to achieve overall group success. The results of this study are also supported by the results of previous studies conducted by: ([Hardiyono et al., 2017](#) [Marcos et al., 2020](#); [Raffie et al., 2018](#) [FFS Rahman et al., 2022](#); [Ritonga, 2017](#)) which stated that Work Flexibility has a positive and significant effect on the Performance of the Community Information Group (KIM) through Affective Commitment.

The Influence of Organizational Support on the Performance of Community Information Groups (KIM) Through Affective Commitment

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Based on the seventh hypothesis, the indirect effect of the organizational support variable (X2) on the Performance of the Community Information Group (KIM) (Y) through the intervening variable Affective Commitment (Z) of 0.180 is smaller than the direct effect of the organizational support variable (X2) on the Performance variable of the Community Information Group (KIM) (Y) which is 0.490. Thus, it can be stated that work wrinkles (X1) and organizational support (X2) affect the Performance of the Community Information Group (KIM) (Y) through Affective Commitment (Z) with a smaller value than its direct effect. It can be concluded that organizational support affects Affective Commitment, and Affective Commitment affects the performance of the Community Information Group in Jember Regency. Organizational support is important in increasing KIM members' affective commitment, ultimately contributing to increased performance. Consistent support creates a strong emotional bond between members and the organization, encouraging them to work better. Hadi and Sullaida (2018) emphasized that high organizational support positively impacts individual commitment and performance in the group. With strong affective commitment due to organizational support, KIM members work with greater responsibility. This improves the quality of work produced and encourages members to collaborate and achieve common goals. The results of this study are also supported by the results of previous studies conducted by (Hadi & Sullaida, 2018 Priyandi et al., 2020), which stated that organizational support has a positive and significant effect on the Performance of the Community Information Group (KIM) through Affective Commitment.

CONCLUSION

Based on the research findings described in the previous description, this study's conclusions are as follows: 1) The test results prove that work flexibility has a positive and significant effect on the performance of the Community Information Group in Jember Regency. 2) The test results prove that organizational support has a positive and significant effect on the performance of the Community Information Group in Jember Regency. 3) The test results prove that work flexibility positively and significantly affects Affective Commitment in the Community Information Group in Jember Regency. 4) The test results prove that organizational support positively and significantly affects affective commitment in the community information group in the Jember Regency. 5) The test results prove that Affective Commitment has a positive and significant effect on the performance of the Community Information Group in Jember Regency. 6) The test results prove an indirect influence of work flexibility on the Performance variable of the Community Information Group (KIM) through the intervening variable of Affective Commitment to the Community Information Group in Jember Regency, the value of which is smaller than its direct influence. 7) The test results prove an indirect influence of the organizational support variable on the Performance of the Community Information Group (KIM) through the intervening variable of Affective Commitment to the Community Information Group in Jember Regency, the value of which is smaller than its direct influence.

Based on the research results, the suggestions can be: 1) Implement a more flexible work system for KIM members, such as adjustable work schedules or remote work options, to improve performance and affective commitment. 2) Strengthen the organizational support system through

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capacity-building programs, mentoring, and awards for high-achieving KIM members. 3) Develop strategies to improve the affective commitment of KIM members, for example, through team-building activities, open communication, and member involvement in decision-making. 4) Conduct further research to explore other factors affecting KIM performance, such as leadership, organizational culture, or intrinsic motivation. 5) Develop a more comprehensive research model by including other moderator or mediator variables that may affect the relationship between work flexibility, organizational support, and KIM performance. 6) Conduct comparative studies between KIMs in various regions to identify best practices in improving KIM members' performance and affective commitment.

Jember District Government can formulate policies supporting work flexibility in KIM, including guidelines and regulations that allow for a more adaptive work system. Allocate a special budget for programs to improve organizational support for KIM, including training, work facilities, and performance incentives. Develop a KIM performance evaluation and monitoring system that considers the affective commitment aspect as one of the indicators of success and use the results of this evaluation to improve future policies.

This study only focuses on Community Information Groups (KIM) in Jember Regency, so the research results may not be generalizable to KIM in other areas with different characteristics and conditions. This study is limited to testing the influence of work flexibility and organizational support on performance with affective commitment as an intervening variable. In contrast, other factors such as leadership, organizational culture, and intrinsic motivation may still influence KIM's performance. This study has not considered moderator variables that may influence the relationship between variables, so it cannot explain the conditions that may strengthen or weaken the relationship between work flexibility, organizational support, affective commitment, and KIM performance.

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