

**THE ROLE OF EMOTIONAL EXHAUSTION AND PERSONAL ACHIEVEMENT ON
EMPLOYEE PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT
AT THE FINANCIAL MANAGEMENT AGENCY OF BANDA ACEH CITY**

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ABSTRACT

This study aims to test the Organizational Commitment as a Mediation on the Emotional exhaustion and Personal Achievement effect on Employee Performance. The subject was the Financial Management Agency of Banda Aceh City. The population was all of its employees, totaling 144 employees. The number of samples was determined using a census where the entire population was used as a sample. Data were analyzed using Structural Equation Modeling (SEM). The result reveals emotional exhaustion affects commitment, personal achievement affects commitment, emotional exhaustion affects performance, personal achievement affects performance, commitment affects performance, commitment partially mediates the emotional exhaustion effect on performance, and commitment partially mediates the personal achievement effect on performance. These results prove that the model of improving performance is a function of increasing emotional exhaustion, personal achievement, and also the role of commitment as a mediator.

Keyword: Employee performance, Organizational Commitment, Emotional Exhaustion, and Personal Achievement.

1. INTRODUCTION

With regional autonomy, financial management is entirely in the hands of local governments. In line with the implementation of regional autonomy, an environmental arrangement and a good accounting system are needed, because these two things are supporters of the creation of accountable regional financial management, to manage funds with a decentralized system in a transparent, efficient, effective, and accountable manner. The development of technology and economy is the basic reference in realizing the financial management of the area, so the creation of good governance or often called Good Governance. Good governance is a form of success in carrying out the task of developing the region following the planned goals (Ashtari et al., 2009). The financial function of the Banda Aceh City government is carried out by the Banda Aceh Financial Management Agency. Its main task, apart from controlling regional finances, is to ensure the adequacy of development funds for the city of Banda Aceh following the approved regional revenue and expenditure budget (APBK). Like other regional work units, the Banda Aceh Financial Management Agency is also required to show performance according to the expectations of the Banda Aceh City government which is realized with the Key Performance Indicators (KPI).

The more indicators in the KPI that can be realized, the higher the performance of the government department is concerned (LAKIP Report of Banda Aceh City, 2020).

But unfortunately at the Banda Aceh City BPKK, there are still many KPI items, for example in the aspect of Regional Original Income (PAD) that have not met expectations as shown below.

Table 1 KPI PAD Financial Management Agency Banda Aceh City 2019

No	Key Performance Indicators	Target	Realization	Notes
1	Regional Financial Independence Ratio	30%	28.65%	Low
2	Percentage of increase PAD	15%	-4.53%	Very low
3	Percentage of local tax contributions to Banda Aceh's PAD	28%	27%	Low
4	The predicate of OPD performance accountability evaluation results from Inspectorate Kata Banda	A (>90-100)	BB (75.41)	Low

Source: LAKIP Report of Banda Aceh City, 2020

The ratio of Regional Financial Independence, which was targeted at 30%, only reached 28.65%. Another indicator is the percentage increase in PAD revenue, which is targeted to increase by 15%, instead, it decreases by 4.53%. Then the percentage of local tax contributions to the Banda Aceh Government's PAD, which was targeted at 28%, was also not achieved. Another indicator that was not achieved was the Predicate of the performance accountability evaluation of Regional Apparatus Organizations (OPD) by the Inspectorate of the City of Banda Aceh, which was targeted to get an A predicate, but in reality only B. The low performance of this organization can not be separated from the low employee performance. Employee performance is still not optimal where the performance given by employees has not been consistent in recent years which is shown in Table 2 below.

Table 2 Achieve Employee Performance

Year	Average SKP Achievement
2016	91.02
2017	92.07
2018	90.11
2019	88.22
2020	87.02
2021	86.01

Table 2 shows the performance of employees there is a decrease from 2017 to 2021. This shows that employee performance has not been maximized due to a decrease in achievement in the employee performance target report (SKP). Improved employee performance will have an impact on organizational achievement. The initial survey result explains that the employee performance perceived was still relatively low evidenced by the average value was 3.37 where the average value was in the poor category ($3.37 < 3.41$), which indicated that employee performance was not optimal as expected.

Organizational commitment is one of the factors that play a role in influencing employee performance. According to Tourigny et al (2013), organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Especially if it is nearing the end of the year, when the fiscal year will soon end, all financial reporting and accountability from all government institutions (SKPAs) of Banda Aceh must have completed their activity and financial accountability reports. In times like this, commitment from employees to the organization is needed. The initial survey result also explains the respondent's perception of Organizational Commitment is still relatively low because the average value is 3.34 which is in the poor category ($3.34 < 3.41$), which indicates that Organizational Commitment has not been maximized as expected. Low employee performance can also be caused by emotional exhaustion (Halbesleben et al., 2007).

Emotional exhaustion is fatigue in individuals related to personal feelings and the depletion of emotional resources in each personnel. The two variables above can occur also influenced by burnout (Jeffrey et al., 2009). The fact that the authors get from the preliminary research related to this variable is that there is still a feeling that in carrying out the tasks they carry out they lack support from superiors. Initial Survey on Emotional exhaustion reveals that the perceived Emotional exhaustion by respondents is still relatively low proved through an average value of 3.39 where it is in the poor category ($3.39 < 3.41$), which indicates that Emotional exhaustion has not been maximized as expected.

Furthermore, the cause of low Employee Performance and Organizational Commitment is Personal Achievement. The personal achievement itself is related to a feeling of competence, high self-efficacy, and a sense of achievement towards the workload assigned to him (Karaboga et al. 2022). Some of the employees that have been interviewed said that there were times when he was not able to meet the expectations of his superiors in carrying out the mandate he was given. The initial survey result figures that the respondent's perceived Personal Achievement is still relatively low evidenced by an average value of 3.31 obtained where it is in the poor category ($3.31 < 3.41$), which indicates that Personal Achievement has not been maximized as expected.

Although many previous researchers have examined the relationship between Emotional exhaustion, personal achievement, and organizational commitment associated with employee performance, to the best of the author's knowledge there has been no analysis of the desire to continue to persist in discussions related to organizational commitment. Although according to Al-Jabari & Ghazzawi, (2019) the ambiguity in the private sector plays a more important role in influencing organizational commitment than in the public sector. In this study, the authors include role ambiguity as one of the criteria for measuring organizational commitment as indicated by Al-Jabari & Ghazzawi. (2019)

2. LITERATURE

Employee performance

(Prawirosentono, 2010) defines performance as the result of work that can be achieved by a person or group of people in an organization. Meanwhile, according to (Edison, Riyanti, and Yustiana, 2016) Performance is the result of a process that refers to and is measured over a certain period based on pre-determined provisions or agreements to achieve the goals of an organization. Several studies analyzed the factors that affect employee performance (Levin et al., 2020).

a. Emotional exhaustion

In several previous studies, Emotional exhaustion was found to be negatively related to employee performance in terms of organizational commitment and job satisfaction.

b. Personal achievements

Personal achievement is the achievement that is attached to the employee's own goals and is mostly achieved through hard work. Making employee achievement plans is also beneficial for the business as a whole because there is a proportional relationship between personal achievements and personal or individual achievements as employees in an organization.

c. Organizational Commitment

From the various kinds of literature that have been discussed previously, it concludes that there are three important aspects of organizational commitment, namely identification, involvement, and loyalty. These three aspects are very important to grow the commitment of members in the context of achieving the goals of both the organization and the members themselves. The effect of organizational commitment involving these three aspects on employee performance.

Rikantika (2016) explains that a person's performance is measured based on 6 criteria resulting from the work in question, namely: Quality, Quantity, Punctuality, Effectiveness, Independence, and Commitment. Employee performance is often mentioned as performance in this study.

Organizational Commitment

According to (Chairy, 2011) Employees who have high organizational commitment are employees who are more stable and more productive so that in the end it will also be more profitable for the organization. The characteristics of organizational commitment, namely: (1) a strong belief in and acceptance of the goals and values of the organization; (2) readiness to work hard; and (3) a strong desire to stay in the organization. Emotional exhaustion is a sign of burnout where the high workload makes them feel too tired. The effect of Emotional exhaustion on organizational commitment has been investigated by Kempe, E et al. (2013).

Personal Accomplishment is related to feelings of competence, high self-efficacy, and a sense of achievement towards the workload assigned to him. Self-efficacy is a person's belief in the abilities they have in mastering conditions and situations. Research conducted by Small & Razak (2016) analyze the influence of personal achievement on organizational commitment.

Employee commitment itself is relative to the individual in identifying his involvement in the part of the organization itself (Wibowo, 2015). The indicators used to assess organizational commitment are a Sense of belonging to the organization, Attachment to the organization, Personal meaning of the organization, Will not leave the organization, Proud in the organization, and Loyalty. Organizational Commitment is often mentioned as commitment in this study.

Emotional Exhaustion

Emotional exhaustion is a state of feeling tired and emotionally drained as a result of accumulated stress from personal or work life or a combination of both. Emotional exhaustion is a sign of burnout. People who experience emotional exhaustion often feel they have no power or control over what is happening in life. They may feel "stuck" in a situation. Emotional exhaustion is a central quality of fatigue and refers to feelings of emotional overload and depletion of one's emotional resources (Jeffrey et al., 2009). The most prominent definition of burnout according to Maslach (2001) regards it as a consequence of work-related experiences. Similarly, the job demand resource model suggests that work-related stress and the absence of resources at work result in higher levels of emotional exhaustion. Several things ultimately affect the onset of emotional exhaustion on someone. According to Halbesleben & Bowler (2007) four indicators are believed to make it easier to measure emotional exhaustion,

1. Workload,
2. Time pressure,
3. Lack of social support,
4. Role stress.

Personal Achievement

Personal achievement refers to a person's feeling of competence and success in his or her work (Kemp et al., 2013). Personal achievement is directly related to the experience of mastery, which is the most powerful source of self-efficacy. If an individual can perform a task, the individual takes the Achievement as proof that he or she is capable of performing the task again or performing a similar task. Levin, Roziner & Savaya. (2020) states Personal achievement is an achievement that is attached to the employee's own goals and is achieved largely through hard work. Making employee achievement plans is also beneficial for the business you are engaged in. Personal Achievement Indicators (Levin et al., 2020). Employees who experience burnout at work can be judged by reduced respect for themselves and the profession they are in, usually characterized by:

1. Self-dissatisfaction,
2. Assuming unable to do work
3. Feeling unable to achieve success in the future
4. Apathetic

Hypothesis Research

This study formulates the hypothesis for the research subject based on the literature explained as follows.

- H1 : Emotional exhaustion affects commitment
- H2 : personal achievement affects commitment,
- H3 : Emotional exhaustion affects Performance
- H4 : Personal Achievement affects Performance
- H5 : Commitment affects Performance
- H6 : Commitment mediates the Emotional exhaustion effect on Performance
- H7 : Commitment mediates the Personal Achievement effect on Performance

3. METHOD

In this study, the intended population was all employees of the Banda Aceh City Government Financial Management Agency, totaling 144 people. The study used a saturated sample technique. This means that all of the population was used as a respondent. Thus the respondents in this study amounted to 144 people/ASN. Data collected for analysis includes primary data (through a questionnaire consisting of question items) and secondary data (from documentation). Data were analyzed using Structural Equation Modeling (SEM) method. Hair et al, (2013: 181) mentioned confirmatory factor analysis (CFA) was used before structuring the model, to ensure that the data are in a fit condition. After the CFA, a Structural model analysis was conducted to test the theoretical model (Hair et al. 2010: 194).

4. RESULT

After all the assumptions in CFA can be met, then the hypothesis testing was carried out through the software to provide the the Critical Ratio (CR) to see the causal relationship, and the result is shown in Table 3 below.

Table 3 Standardized Regression Weight

	Influence	Estimate	SE	CR	P
Organizational Commitment	<-- Emotional exhaustion	0.550	0.100	4,236	0.000
Organizational Commitment	<-- Personal Achievements	0.326	0.100	2,843	0.004
Employee performance	<-- Emotional exhaustion	0.326	0.103	2,763	0.006
Employee performance	<-- Personal Achievements	0.288	0.068	3,024	0.002
Employee performance	<-- Organizational Commitment	0.394	0.097	3,282	0.001

Table 3 can provide the statistical equations as follows:

$$\text{Organizational Commitment} = 0.550 \text{ Emotional exhaustion} + 0.326 \text{ Personal Achievement}$$

$$\text{Employee Performance} = 0.326 \text{ Emotional Exhaustion} + 0.288 \text{ Personal Achievement} + 0.394 \text{ Organizational Commitment}$$

Based on the equation above, the relationship between variables is described as follows.

1. The coefficient of the emotional exhaustion effect on commitment is 0.550 or 55.0%. This shows there is a positive emotional exhaustion effect on commitment where every 1 unit increase in emotional exhaustion will increase commitment by 0.550.
2. The coefficient of the personal achievement effect on commitment is 0.326 or 32.6%. This shows there is a positive personal achievement effect on commitment where every 1 unit increase in personal achievement will increase commitment by 0.326.
3. The coefficient of the emotional exhaustion effect on performance is 0.326 or 32.6%. This shows there is a positive emotional exhaustion effect on performance where every 1 unit increase in emotional exhaustion will increase performance by 0.326.
4. The coefficient of the personal achievement effect on performance is 0.288 or 28.8%. This shows that there is a positive personal achievement effect on performance where every 1 unit increase in personal achievement will increase performance by 0.288.

5. The coefficient of the commitment effect on performance is 0.394 or 39.4%. This shows that there is a positive commitment effect on performance where every 1 unit increase in commitment will increase performance by 0.394.

Emotional Exhaustion on Commitment (H1)

The result reveals that Emotional exhaustion affects Commitment. The magnitude of the Emotional exhaustion effect on Commitment is 0.550 or 55.0%. This means the better Emotional exhaustion will strengthen commitment.

Emotional exhaustion is a sign of burnout. People who experience emotional exhaustion often feel like they have no control over what happens in life, where the high workload makes them feel too tired. The effect of emotional exhaustion on commitment has been investigated by Kemp (2013). The same result was also stated by Asraf (2011) and Feng (2010) where emotional exhaustion affects commitment.

Personal Achievement on Commitment (H2)

The result figures that Personal Achievement affects Commitment. The magnitude of the Personal Achievement effect on Commitment is 0.326 or 32.6%. This means the higher the level of Personal Achievement, the higher the Commitment.

Personal achievement is related to a feeling of competence, high self-efficacy, and a sense of achievement towards the workload assigned to him. Self-efficacy is a person's belief in the abilities they have in mastering conditions and situations. Research conducted by Small & Razak. (2016).analyze the influence of personal achievement on commitment.

Emotional exhaustion on Performance (H3)

The result shows that Emotional exhaustion affects Performance. The magnitude of the Emotional exhaustion effect on Performance is 0.326 or 32.6%. This figures the higher Emotional exhaustion will further increase performance.

In several previous studies, emotional exhaustion was found to be negatively related to Performance in terms of commitment and job satisfaction Research was conducted by Halbesleben & Bowler. (2007), Bernadr & Florencia (2014), and Suhartini (2011) also found a relationship between these two variables.

Personal Achievement on Performance (H4)

The result explains that personal achievement affects performance. Personal achievement is the achievement that is attached to the employee's own goals and is mostly achieved through hard work. Making employee achievement plans is also beneficial for the business as a whole because there is a proportional relationship between personal achievement, and achievement as an employee in an organization (Levin, Roziner, & Savaya. 2020).

Commitment on Performance (H5)

The result reveals that Commitment affects performance. The magnitude of the Commitment effect on Performance is 0.394 or 39.4%. This explains the higher the Commitment increases Performance.

From the various kinds of literature that have been discussed previously, it concludes that there are three important aspects of commitment, namely identification, involvement, and loyalty. These three aspects are very important to grow the commitment of members in the context of achieving the goals of both the organization and the members themselves. The effect of commitment involving these three aspects on performance has been investigated by Riketta, (2002) with a meta-analysis approach. The same thing was also stated by Kristine (2017) and Novita et al. (2016) where commitment affects performance.

Emotional exhaustion on Performance through Commitment (H6)

Sobel test provides the result of 2.881 and p 0.003. Thus, Commitment acts as a mediator variable in the Emotional exhaustion effect has on Performance. Thus, because Commitment affects and acts as a mediator, Emotional exhaustion affects Performance, then the role of Commitment in the Emotional exhaustion effect on Performance is as a partial mediator. Partial mediation means that the relationship between Emotional exhaustion and Performance is not fully mediated by Commitment.

Table 4 Sobel Test 1

Input:		Test statistic:	Std. Error:	p-value:
a	0.592	Sobel test: 2.8817323	0.06573824	0.00395496
b	0.320	Aroian test: 2.85086425	0.06645002	0.00436006
s _a	0.100	Goodman test: 2.91362523	0.06501866	0.00357259
s _b	0.097	Reset all	Calculate	

Personal Achievement on Online Purchase Decisions through Commitment (H7)

Sobel test provides the result of 2.156 and p 0.031. Thus, Commitment acts as a mediator variable in Personal Achievement effect on Performance. Thus, because Commitment affects and acts as a mediator, Personal Achievement affects Performance, then the Commitment role in the Personal Achievement effect on Performance is as a partial mediator. Partial mediation means that the Personal Achievement effect on Performance is not fully mediated by Commitment whereas the Personal Achievement effect on Performance can be explained by Commitment indirectly.

Table 5 Sobel Test 2

Input:		Test statistic:	Std. Error:	p-value:
a	0.285	Sobel test: 2.15665762	0.04228766	0.03103235
b	0.320	Aroian test: 2.10206558	0.0433859	0.03554753
s _a	0.100	Goodman test: 2.21573662	0.04116013	0.02670955
s _b	0.097	Reset all	Calculate	

5. CONCLUSION

The result concludes that Emotional exhaustion and personal achievement affect commitment, Emotional exhaustion, Personal Achievement, and Commitment affect Performance. Commitment partially mediates the Emotional exhaustion and Personal Achievement effect on

Performance in Banda Aceh Financial Management Agency Employees. These prove that the model of improving performance is a function of increasing emotional exhaustion, personal achievement, and also the role of commitment as a mediator. This finding proves that this study model can be used academically in developing advanced theories, and practically it can be used as a basis for making strategies for the subject of this research. Some recommendations are mapped from the study facts.

1) For the emotional exhaustion variable, the lowest average value on the stress indicator is because of the role, this shows the feeling of employees in the organization not all following the salary given. This can be a concern for the organization to re-map employee positions to match the salary received. Organizations can also make activities such as outbound or visits to employees' homes that can increase employee morale. , this shows the feeling of employees in the organization not all following the salary given. This can be a concern for the organization to re-map employee positions to match the salary received. Organizations can also make activities such as outbound or visits to employees' homes that can increase employee morale.

2) For the personal achievement variable, the lowest average value is on the apathy indicator, this shows that there are still employees who are apathetic in the work environment. This can be a concern to create a harmonious work environment and help each other. Organizations must also evaluate whether there is ongoing training.

3) For the commitment variable, the lowest average value on the proud indicator of the organization shows that they still do not have pride in being part of the organization. This can be a concern for the organization to further increase employee pride by providing incentives.

4) For the performance variable, the lowest average value on the commitment indicator is 4.17, this shows that there are still employees who have not have a high commitment to the work given. This can be a concern for organizations to provide training to employees regarding work commitment

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