

THE EFFECT OF LEADER MEMBER EXCHANGE (LMX) AND TEAM MEMBER EXCHANGE (TMX) ON EMPLOYEE PERFORMANCE THROUGH AFFECTIVE COMMITMENT AT PT PERKEBUNAN NUSANTARA X

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Abstract: *This research aims to determine the effect of Leader Member Exchange (LMX) and Team Member Exchange (TMX) on employee performance through Affective Commitment. The population in this study were all employees of PT Perkebunan Nusantara X. The analytical tool used was Path Analysis by collecting basic data through questionnaires. From the results of the analysis, it can be concluded that LMX and TMX has a significant effect on positive affective commitment, while LMX has no significant positive effect on employee performance, TMX has a significant effect on employee performance, and affective commitment has a significant effect on employee performance. Therefore, affective commitment is a good intervening variable, especially on the effect of LMX and TMX toward employee performance.*

Keywords: *Leader Member Exchange, Team Member Exchange, Human Resources Management*

1. Introduction

Product life cycles are becoming shorter as a result of technological, social, and institutional developments (de Jong & den Hartog, 2007). Human resources or personnel are the most significant asset in a company or organization, and they can move the company as a form of organization. Since a result, in order to compete with other organizations, the organization must be able to increase performance, as this will provide advancement for the organization to be able to deliver satisfactory service to clients. As a result, attempts to increase the quality of employee performance are a critical problem that a company faces since it affects the success of attaining goals and the organization's survival.

The dynamic change of leadership in a company affects the organization itself. According to Schein (1991) leadership is the ability to persuade others under one's direction as a worker in order to accomplish a specific goal. The formulation of written plans, the design of a solid organizational structure, and the monitoring of results in accordance with plans are all necessary for good management. As a leader is tasked with steering the organization toward its desired destination, they must also work to bring their team together by expressing their vision and motivating them to overcome numerous barriers.

At PT Perkebunan Nusantara X (hereinafter referred to as PTPN X) which is led by a Director who in the 2017-2021 period has changed four times. The Articles of Association of PTPN X Limited Liability Companies are guided by the Ministry of State-Owned Enterprises which has the Regulation of State-Owned Enterprises of the Republic of Indonesia Number PER

- 11/MBU/07/2021 on the Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises (SOEs) contained in the following articles:

1. Article 4 in point c that read "Not serving as a Board of Directors in the relevant State-owned enterprises (BUMN) for 2 (two) consecutive periods;"
2. Article 17 paragraph 1 "Members of the Board of Directors may be dismissed at any time based on the resolution of the GMS or the Minister by stating the reasons"

Referring to the two points above, the time limit for directors in a state-owned company is limited to a maximum of ten (10) years and can be shorter if directed by point 2 (two), when directors can be dismissed at any time. This has a significant impact on the company's long-term plan, which includes the work program for the next 5 (five) years. In leading a company, the vision and mission of one individual will be very distinct from that of another. This might affect decision making that directly impacts to the organization and its employees, so there is a tradeoff in the form of a relationship between superiors and subordinates leader member exchange (LMX). According to Kozlowski & Doherty (1989), higher quality LMX relationships result in more perceived convergence for employees with their managers on critical organizational environment aspects.

Employee performance in a company can be influenced by numerous aspects, including relationships with superiors (LMX), relationships with colleagues (TMX), and affective commitment. Higher TMX enhances the availability of material and information resources, as well as social and emotional support from employees (Seers, 1989). Organizational commitment is separated into three components, according to (Meyer et al., 1997), namely Affective Commitment, Continuance Commitment, and Normative Commitment. Affective Commitment refers to members' emotional attachment to the organization, identification with the organization, and involvement in organizational activities. Organization members with high emotional commitment will remain members of the organization because they want to (Meyer, 1997). Rhoades & Eisenberger (2002) argues that someone who is affectively devoted is more likely to create behaviors that are consistent with the organization's vision and mission, and is more likely to follow changes at work. Individuals with strong continuance and normative commitments are typically less involved in organizational and work activities. To measure performance individually, according to McKenna & Beech (1995), there are several indicators of performance that are often used to assess the knowledge, abilities and skills on the job, work attitude (expressed as enthusiasm, commitment and motivation), quality of work, desire to do a good job, interaction; for example, communication skills and ability to relate to others in one employee. So that the higher the level of knowledge, abilities, skills, work attitudes, quality of work, the desire to do a good job and interaction, the performance of the individual can develop the organization concerned.

A study conducted in the late 1980s found that employees' attitudes toward work, job satisfaction, civic engagement, and organizational loyalty were all affected by the nature of the vertical exchange relationship within the LMX organization before Seers (1989) introduced the TMX concept into scientific research (Harris et al., 2014). The impact of leadership on employees diminishes as a result of a shared leadership model and the independence of employees mandiri (Bunderson & Boumgarden, 2010), (Pérez, et al., 2005), however, the interactions among employees have a greater impact (Dierdorff et al., 2011). Although the TMX

concept has only been around for a few years in organizational studies, its development has paralleled LMX (Seers, 1989). Affective commitment influences employee performance improvement, which is why this study focused on LMX and TMX. This is because, as noted above with higher LMX and TMX levels, performance improvement will grow as a result of this commitment.

Due to the fact that previous research on the relationship between performance improvement and TMX (Kamdar & van Dyne, 2007) produced insignificant results, this study will examine TMX by hypothesizing that the extent to which material and emotional resources contribute to job performance will vary by group (Seers, 1989), with a high TMX value, there will be differences between groups with high or low affective commitment, which will have an effect on improving performance. Members of organizations with a high level of emotional commitment will continue to be members out of a desire to do so (Meyer, 1997).

PTPN X is one of the agro-industries with PT Perkebunan Nusantara III as the holding company owned by the government, which has 9 units of Sugar Mills (hereinafter referred to as PG), with a total milling capacity of 39.100 Ton Cane Day (TCD) which located in the East Java. The decline trend in the supply of Sugar Cane Raw Materials (hereinafter referred to as BBT), which is the main raw material in the sugar production process at PTPN X occurs every year, some of the main obstacles identified by management throughout 2019 are as follows:

3. The area from year to year has decreased due to several factors, such as land conversion for other commodities or property or infrastructure.
4. Regulations on sugar cane and sugar trading systems are getting more complicated, thus affecting the interest of farmers.
5. There is competition with private PGs, causing the sugar cane that is cut down to not enter the PG.
6. The productivity of the plantations is low due to ineffective maintenance, low water supply, pest invasion and sugarcane burns.

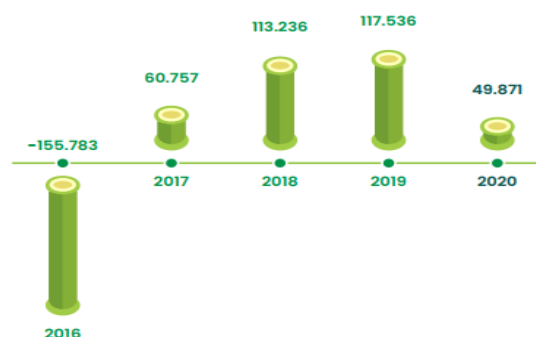




Figure 1. Net Profit (Loss) for the Year (Millions of Rupiah)

Source: Annual Report 2020

Table 1. Financial Ratios

	Satuan Unit	2016	2017	2018	2019	2020	YoY 2019-2020 (%)
Pertumbuhan Penjualan Sales Growth	%	(10,71)	13,38	1,35	0,83	(5,00)	-702,41 
Marjin Laba Kotor Gross Profit Margin	%	11,10	20,33	20,82	20,16	9,55	-52,63 
Marjin Laba Usaha Operating Profit Margin	%	(6,80)	7,01	16,08	15,64	5,38	-65,60 
Marjin Laba Bersih Net Profit Margin	%	(9,18)	3,62	4,36	4,49	2,00	-55,46 

Source: Annual Report 2020

To overcome the decline in performance at PTPN X, the company wants its employees to have a high level of affective commitment; this is a momentum to build upon in the context of overall reform in an effort to accelerate business development, which results in improved service quality and the development of the company's mission as a State-Owned Enterprise, one of which has the task of being self-sufficient in food commodities, particularly sugar. In this situation, management is attempting to raise employee awareness through the phrase sense of crisis & sense of belonging, which is the fundamental value of production implementation in 2022. The Company's operational activities, in order to achieve the previously stated business objectives, require the presence of qualified Human Resources (HR) or Human Capital (HC). To produce excellent human resources, the Company's vision, mission, and values, as well as the work culture of PTPN X, serve as a roadmap for the Company's development. These guidelines serve as the basis for all PTPN X workers to ensure that they collaborate in the specified direction. The Company's work culture is AKHLAK; this work culture must be lived and applied by all PTPN X personnel to ensure that employee productivity and competitiveness stay high.

Furthermore, it is expected that this research will be able to clearly identify the factors influencing horizontal and vertical cooperation as measured by the influence of Leader Member Exchange (LMX) and Team Member Exchange (TMX) on employee performance through affective commitment, so that it can later be used as a reference by related parties, in this case the Head of Human Resources of PTPN X, to evaluate the level of LMX, TMX, and TMX. Additionally, it can be used as corrective material for employees' perceptions of working conditions and circumstances, including vertical and horizontal cooperation, decision-making procedures, reward systems, and the support provided by supervisors to their subordinates in order for employees to develop an emotional attachment to the company. Even when an employee can identify with the company, he or she will be able to contribute to the company's growth.

2. Literature Review

The Effect of LMX on Employee Performance

LMX is a form of working relationship between leaders and subordinates that is defined by the sharing of information, resources, and emotional support. According to Liden & Maslyn (1998), LMX consists of four dimensions: contribution, loyalty, affection, and respect for the

profession, however Graen & Uhl-Bien (1995) suggest that LMX consists of three components: leadership, subordinates, and interpersonal interactions. According to Taqiuddin et al. (2018), LMX has a positive and significant effect on employee performance because it enables leaders to recognize the potential of material that matches their capabilities, resulting in higher employee performance. Additionally, Shu & Lazatkhan (2017) claimed that LMX has an effect on employee performance, revealing that the relationship between superiors and subordinates is mutually correlated due to the presence of a high-quality relationship defined by trust, loyalty, and commitment to their work.

H₁ : There is a significant effect of LMX (X₁) on employee performance (Y) at PTPN X employees.

The Effect of TMX on Employee Performance

According to previous studies (Liden et al., 2000), TMX shows a positive and direct relationship on performance. Another study (Jordan et al., 2002) discovered that TMX had a positive effect on employee performance as measured by management. The importance of relationship quality is placed on assisting coworkers, sharing ideas, and providing feedback on work challenges encountered by coworkers (Liao et al., 2013). A high TMX quality reflects an individual's proclivity to cherish connections with coworkers, contribute ideas and abilities to the progress of work units, be cooperative, and show respect for coworkers (Banks et al., 2014). On the other hand, low TMX quality suggests that individuals in work units are less engaged with groups and less inclined to exchange knowledge, which might have an effect on group work processes (Liu, Keller, et al., 2011a).

H₂ : There is a significant effect of team exchange member (X₂) on employee performance (Y) at PTPN X employees.

The Effect of LMX on Affective Commitment

According to Morrow et al. (2005), LMX is an improvement in the quality of the relationship between supervision and employees will be able to improve the work of both. This can happen because the relationship between employees and superiors has a good communication relationship. Further, Lee (2005) have the same conclusion that increasing LMX can increase employee commitment to the organization.

H₃ : There is a significant effect of LMX (X₁) on affective commitment (Z) of PTPN X employees.

The Effect of TMX on Affective Commitment

Individual roles will be valuable to the group if each member has employees who are reciprocal and support each other, resulting in extra role behavior toward coworkers and other parties (Farmer et al. (2015); Seers (1989)). Helping behavior also implies that group members' interactions have been of high quality, demonstrating that group members have completed the assimilation process, had a sense of unity, and had trust among coworkers. Based on the foregoing, it can be stated that high-quality employee relationships can serve as a foundation and guide for individuals in action, as they can foster trust and strengthen relationships among members of the group. Furthermore, high-quality relationships among coworkers will produce a conducive work environment since coworkers' support and encourage one another, making them more likely to cooperate. Some previous studies have shown that the quality level of TMX is

directly related to the affective commitment level of individuals in organizations (Chiaburu et al., 2013).

H₄ : There is a significant effect of TMX (X₂) on affective commitment (Z) of PTPN X employees.

The Effect of Affective Commitment and Employee Performance

Affective commitment refers to members' emotional attachment to the organization, identification with the organization, and participation in organizational activities. Organization members with high emotional commitment will remain members of the organization because they want to (Meyer, 1997). As a result, the study supports this viewpoint, especially (Liao et al., 2013) and (Lam, 2003) that high organizational commitment can have a positive impact on boosting employee performance.

H₅ : There is a significant effect of LMX (X₁) on employee performance (Y) through affective commitment (Z) to PTPN X employees.

H₆ : There is a significant effect of LMX (X₂) on employee performance (Y) through affective commitment (Z) to PTPN X employees.

H₇ : There is a significant effect of affective commitment (Z) on employee performance (Y) at PTPN X employees.

Conceptual Framework

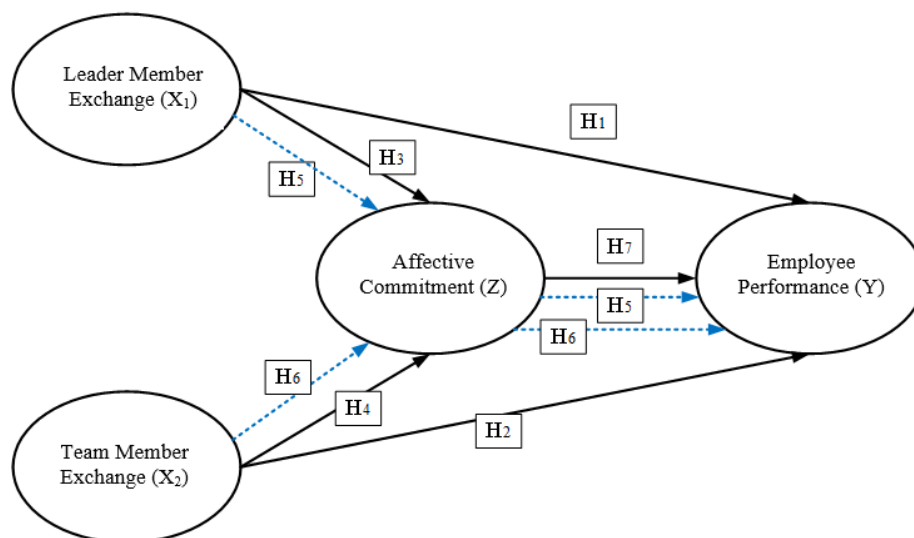


Figure 2. Conceptual Framework

3. Research Method

This research applies a quantitative method. The types and sources of data used in this study are quantitative data in the form of answers provided by respondents to questionnaire questions. The research population consists of PTPN X employees from all work units (Head Office, Sugar

Factory and Tobacco Gardens). Human Resources (HR) at PTPN X had a workforce of 8,208 individuals as of December 31, 2020 (permanent employees and temporary employees).

The sample size is 202 respondents. This study will employ the landing page method in the form of a questionnaire page on the internet login page, requiring each user who logs in to complete the questionnaire. The data analysis technique used in this study was partial least squares (PLS). According to (Jaya, et al., 2008) the use of the PLS method is appropriate for this study because it does not require data with a specific distribution and is very flexible for this study because it does not require too many samples. However, because there are three mediating variables in this study that alter the relationship between the independent and dependent variables, mediation testing can be performed utilizing the Sobel test procedure. In this study, the independent variable is employee performance (Y), while the dependent variable is LMX (X_1) with TMX (X_2), and affective commitment (Z) as intervening variables.

4. Results and Discussion

4.1. Results

Table 2. New Employee Recruitment

Uraian Description	Jumlah Total
Karyawan Baru Tetap 2020 New Employees in 2020	25
Karyawan yang Berakhirnya Hubungan Kerja Employees with End of Employment	245
Total Karyawan Akhir Tahun 2020 Total employees at the End of 2020	8.203

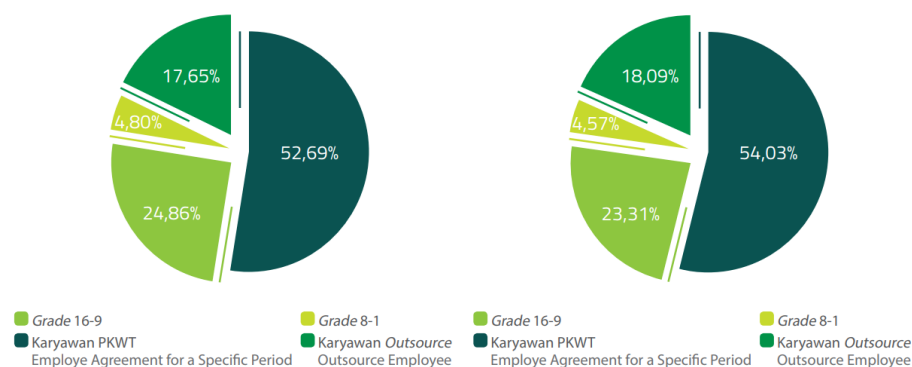


Figure 3. Composition of Employees by Ranking Status 2019-2020 (persons)

Validity test

Validity test to assess the accuracy of the measuring instrument (questionnaire) (Sujarweni, 2018). In SEM analysis, the validity test looks at the results of the loading scores of indicators or statements from the questionnaire. There is a standard rule of Fornell et.al. (1992) in (Santosa, 2018), that the loading of each indicator to the corresponding latent variable is at least 0.7. Meanwhile, there are several other opinions regarding the value of loading, Chin (1998) in (Santosa, 2018) stated that a large loading value of > 0.6 and a small of < 0.7 can still be used

provided that there are other indicators whose value is at least 0,7. Hanlon (2001) and Rivard and Huff (1988) in (Santosa, 2018) state that an indicator may have a value > 0,5 provided that the indicator is a new indicator that has never been used and tested.

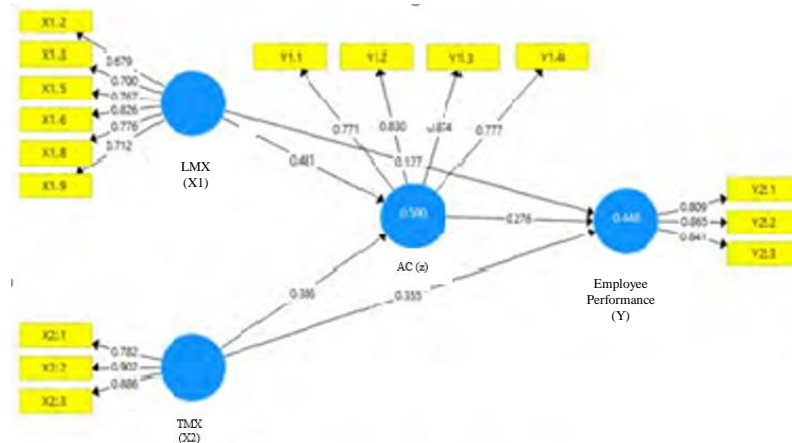


Figure 4. Outer Loading

Table 3. Outer Loading Result

Latent Variable	Indicator	Outer Loading	Critical Loading Factor	Conclusion
LMX (x1)	x1.1	0.679	> 0.6	Valid
	x1.3	0.7	0.7	Valid
	x1.5	0.767	> 0.7	Valid
	x1.6	0.826	> 0.7	Valid
	x1.8	0.776	> 0.7	Valid
	x1.9	0.712	> 0.7	Valid
TMX (x2)	x2.1	0.781	> 0.7	Valid
	x2.2	0.902	> 0.7	Valid
	x2.3	0.886	> 0.7	Valid
<i>affective commitment</i> (Z)	z1.1	0.769	> 0.7	Valid
	z1.2	0.83	> 0.7	Valid
	z1.3	0.873	> 0.7	Valid
	z1.4	0.78	> 0.7	Valid
Employee Performance (y)	y1.1	0.811	> 0.7	Valid
	y1.2	0.864	> 0.7	Valid
	y1.3	0.839	> 0.7	Valid

From the results of the data processing output with Smart PLS 3, the outer loading obtained with some values <0,5, so that they were deleted, namely X1.1, X1.4, X1.7 and X1.10. Furthermore, the data is reprocessed, the results are as follows in Table 3 and Figure 4. Outer

loading results as a result of the validity test, show the loading factor value above $> 0,70$, but only one indicator is 0,679, this cannot be deleted because it is representative of indicator theory (Muhli (BPS), 2018), so it was concluded that all loading factors were declared valid.

Reliability Test

The reliability value of the CR construct is recommended $> 0,7$ (Sujarweni, 2018). To find out internal consistency by looking at the Cronbach's Alpha value, the minimum value of which is 0,7 (George and Mallery, 2003 in (Santosa, 2018)). The reliability test in PLS can use two methods, namely Cronbach's alpha and Composite reliability. Cronbach's alpha and Composite reliability values must be greater than $> 0,7$ although the value of 0,6 is still acceptable (Hair et.al, 2008 in (Abdillah, 2015)). From the results of the Smart PLS3 test obtained as follows: In Table below, it shows the value of Cronbach's Alpha and the value of composite reliability is above 0,7, so it can be concluded that all latent variables are declared reliable, so the questionnaire is feasible and can be used to measure latent variables.

Table 4. Reliability Test

Latent Variable	Cronbach's Alpha	Composite reliability
LMX (X1)	0,838	0,882
TMX (X2)	0,819	0,893
Affective Commitment (Z)	0,83	0,887
Employee Performance (Y)	0,789	0,877

Structural Model Equation Results

First Model Structure:

$$Z = 0,481 X_1 + 0,386 X_2 \quad \dots(3) \text{Uji-t: } 6,896 \quad 5,577$$

$$R^2 : 0,590$$

The results of the first model structure test, namely Leader Member Exchange (X1) on Affective Commitment (Z) obtained a path coefficient of 0,481, which means that the direct effect of the Service Quality variable or Leader Member Exchange on Affective Commitment is 0,481 in a positive form.

The test results of Team Member Exchange (X2) on Affective Commitment (Z) the path coefficient is 0,386, which means that the direct effect of Trust on Affective Commitment is 0,386 in the positive form.

Second Model Structure:

$$Y = 0,127 X_1 + 0,355 X_2 + 0,276$$

$$Z \quad \dots(4) \text{Uji t: } 1,056 \quad 2,567 \quad 2,079$$

$$R^2 : 0,448$$

The results of the second model structure test are Leader Member Exchange (X1) on Employee Performance (Y) which obtained path coefficient of 0,127, it means that the direct

effect of Leader Member Exchange (X1) on Employee Performance (Y) is 0,127 in positive form.

The test results of the Team Member Exchange (X2) on Employee Performance (Y) obtained a path coefficient of 0,355, which means the value of the direct effect of Team Member Exchange (X2) on Employee Performance (Y) is 0,355 in the positive form.

Moreover, the test results of the Affective Commitment (Z) on Employee Performance (Y) obtained a path coefficient of 0,276, which indicates that Affective Commitment (Z) directly affects Employee Performance (Y) with value of 0,276 in a positive form.

Coefficient of Determination Analysis (R²)

Furthermore, based on the results of the coefficient of determination (R²) to measure the accuracy of the best model used. In general, it can be written that the value of R² is $0 < R^2 < 1$ (Silaen, 2013). An R² value of 0,67 is in the substantial category, an R² value of 0,33 is in the moderate category, while an R² value of 0,19 is in the weak category (Chin, 1988), and an R² value of $> 0,7$ is in the strong category (Hidayat, 2018).

From the results of the model structure equation, the R² value of the first Model Structure is 0,590 and the Adjusted R² is 0,581, which means that the Leader Member Exchange and Team Member Exchange variables are able to explain the Affective Commitment variable by 58%. Furthermore, for the coefficient of determination (R²) of the structure of the second model, the coefficient of determination R² is 0,448 and Adjusted R² is 0,430, which means that the Leader Member Exchange and Team Member Exchange and Affective Commitment variables are able to explain the Employee Performance variable by 43%. This R² value is in the moderate category.

Goodness of Fit Test

The small GoF value is 0,1, while the medium value is 0,25 and the large value is 0,38 (Tenenhaus (2004) in (Sabil Hussein, 2015).

$$\boxed{GoF = \sqrt{AVE \times \bar{R}^2}} \dots\dots\dots (5) GoF = \sqrt{(0,664 \times 0,519)}$$

$$= \sqrt{0,345}$$

$$= 0,587$$

Since the result is 0,587, it can be said to be a good model.

Tests in the structural measurement of Q2 predictive relevance which serves to validate the model. The value of $Q^2 > 0$, means that the observed values have been reconstructed properly, so the model has predictive relevance, while the value of $Q^2 < 0$ has no predictive relevance. (Juliansyah, 2015).

$$\boxed{Q^2 = 1 - (1 - R^2) (1 - R^2)} \dots\dots\dots (6) Q^2 = 1 - (1 - 0,590) (1 - 0,448)$$

$$= 1 - (0,410) (0,552)$$

$$= 1 - 0,226$$

$$= 0,774$$

Since the value of $Q^2 > 0$, means that the model has predictive relevance.

Hypothesis Testing Analysis

In Table below describes the hypothesis of a direct effect. Further, the results of the t-test of the hypothesis H1: Leader Member Exchange on Affective Commitment are obtained at 6,896, where the value is greater than the t table of 1,66. With the number of samples (n) = 100 and the number of independent variables (k) = 2. Significance using one side, with 5%, and Degree of freedom or degrees of freedom (df = n – k), then df = 100 – 2 = 98 which obtained t table 1,661, which indicates significant results. The results of the t-test of the hypothesis H2: Team Member Exchange on the Affective Commitment were obtained at 5,577 > 1,66, which was significant. The results of the t-test of the hypothesis H3: Leader Member Exchange on Employee Performance, the results of the t-test of 1,056 < 1,66 are not significant. H4 hypothesis t test results: Team Member Exchange on Employee Performance, the results of the t-test of 2,567 > 1,66, which means significant results. Likewise, the results of the t-test of the hypothesis H5: Affective Commitment on Employee Performance, the value of the t-test results is 2,079 > 1,66, which means the results are significantly positive. The results of the t-test of the hypothesis H6: Leader Member Exchange on Employee Performance through the Intervening Affective Commitment variable, the results of the t-test were 1,963 > 1,66, which means the significant path is positive. The results of the t-test of the hypothesis H7: Team Member Exchange on Employee Performance through the Intervening Affective Commitment variable, the results of the t-test of 1,838 > 1,66, which means that the significant path is positive.

Table 6. Summary of Direct Effect Hypothesis Test Results

Hypothesis	Direct Line	Direct Effect	t-statistic value	t-table value	Result
H1	LMX - Employee Performance	0,481	1,056	> 1,66	Not significant
H2	TMX - Employee Performance	0,386	5,577	> 1,66	Significant
H3	LMX - Affective Commitment	0,481	6,896	> 1,66	Significant
H4	TMX - Affective Commitment	0,386	5,577	> 1,66	Significant
H5	Affective Commitment- Employee Performance	0,276	2,079	> 1,66	Significant

Furthermore, table below explains the magnitude of the direct effect, and the indirect effect as well as the total magnitude of the effect of H6 and H7.

Table 7. Indirect Effect

Hypothesis	Direct Line	Direct Effect	Indirect Effect	Total Effect
H6	LMX - Affective Commitment -Employee Performance	0,127	(0,481 X 0,276) = 0,133	0,26
H7	TMX - Affective Commitment - Employee Performance	0,355	(0,386 X 0,276) = 0,107	0,462

4.2. Discussion

The Effect of Leader Member Exchange of PT Perkebunan Nusantara X on Employee Performance

From the results of the H1 hypothesis test, it was obtained that the Leader Member Exchange (X1) has no effect on Employee Performance (Y). The performance of the Leader Member Exchange of PT Perkebunan Nusantara X cannot guarantee PT Perkebunan Nusantara X's customers to be loyal, but this is related to whether the consumer is satisfied or dissatisfied with the performance of the Leader Member Exchange they receive. This result is in line with the research results by Kamila & Arwiyah (2019) that the Leader Member Exchange has no effect on employee performance, as well as research by Firdaus (2017); Ikhbar (2015), and Chen & Wei (2020). Besides that, this result is supported by Truckenbrodt (2000) which highlight that if the relationship between employees and leaders is well established, employees tend to be willing to work more than their share, work immediately, provide more initiative and work more optimally.

These results indicate that the increase or decrease in LMX will not have any effect on employee performance. Employees will continue to work according to their respective duties even though the perception of LMX is not good. This is in line with the research conducted by Arijadi (2017) who found that LMX is unable to improve employee performance. This research also corroborates this strengthens the theory by Landy (1989) who argues that the interaction between superiors and subordinates is of low quality, it will be characterized by: (1) The interaction between superiors and subordinates tends to be formal, therefore a superior will use the power of authority in influencing his or her subordinates; (2) The existence of a low level of role negotiation so that the interaction between superiors and subordinates is limited by the roles played; (3) The superior rarely talks with the subordinate about the effectiveness of the task; and (4) Superiors rarely help subordinates by giving different tasks.

The Effect of PT Perkebunan Nusantara X's Team Member Exchange on Employee Performance

From the results of hypothesis testing H2 that obtained Team Member Exchange (X2) has an effect on Employee Performance (Y). This means that if Team Member Exchange increases, it will directly increase Employee Performance as well. Trust is a strong consumer conviction in the company. If consumers trust the company, PT Perkebunan Nusantara X's consumers will be

strong and loyal, so they will not turn to other companies. This is what makes hypothesis H2 accepted. The results of the study are supported by previous research (Liu, Keller, et al., 2011b).

Our finding that the TMX differentiation mode feeds on the TMX employee performance relationship suggests that TMX differentiation should be included in a theoretical framework on employee performance. When employees have high TMX differentiation, different social exchange relationships among employee members jeopardize the role of TMX. These findings suggest that high TMX differentiation may impair the positive effects of TMX. In the company, the leader should pay attention to build a different relationship among the members of the employees. High TMX differentiation can lead to a lower sense of unity within employees, which in turn appears to be detrimental to the contribution of TMX work units to projected employee performance. The effects of the TMX differentiation concept reflect the leader's task tasks, employee work coordination,

The Effect of Leader Member Exchange of PT Perkebunan Nusantara X on Affective Commitment

From the results of the t-test of the H3 hypothesis, it was obtained that the Leader Member Exchange (X1) directly had a significant positive effect on the Affective Commitment (Z) variable. This gives an indication that if the Leader Member Exchange is good, it will directly increase the Affective Commitment. PT Perkebunan Nusantara X, in this case has succeeded in providing services that can provide PT Perkebunan Nusantara X's consumer expectations as great as what consumers feel after placing an order, so that satisfaction is created, this supports the hypothesis H1 is accepted, namely the Leader Member Exchange of PT Perkebunan Nusantara X has an effect on Affective Commitment. This study provides the same results as previous research (Hardiyana et al., 2021; Harthantyo & Rahardjo, 2017; Ikhbar, 2015). Therefore, the better the implementation of leader-member exchange at PT Perkebunan Nusantara X, the better the affective commitment of the employees as well. Other studies have found that employee engagement with the organization will increase when there is a good quality relationship between members in the organization and their leaders (Son, 2015).

The Effect of Team Member Exchange PT Perkebunan Nusantara X on Affective Commitment

From the results of hypothesis testing H4 it was found that Team Member Exchange (X2) had a significant positive effect on Affective Commitment (Z). This shows that if Team Member Exchange increases, it will directly increase Affective Commitment as well. Creating and maintaining Team Member Exchange is through maintaining good relationships with customers in the long term. For this reason, the company is trying to make PT Perkebunan Nusantara X consumers believe in the company, thus creating an Affective Commitment, this supports the accepted hypothesis H2, namely Team Member Exchange PT Perkebunan Nusantara X has an effect on Affective Commitment. This is in accordance with research by Kim et al. (2018) and Liu, Loi, et al. (2011)

The Effect of PT Perkebunan Nusantara X's Affective Commitment on Employee Performance

The results of hypothesis testing H5 are obtained that there is an effect of Affective Commitment (Z) on Employee Performance (Y). This means that if the Affective Commitment

increases, it will directly increase Employee Performance as well. If the desire is in accordance with reality, it means that the Affective Commitment from PT Perkebunan Nusantara X is achieved, it will have a direct impact on increasing employee performance. Research results are supported by Arijadi (2017).

Other research shows that organizational commitment has a significant effect on employee performance (Folorunso et al., 2014), which means that the higher the organizational commitment, the higher the employee's performance. This finding supports the opinion of (Pramandhika & Mas'ud, 2011) that states employee loyalty or commitment to the company is seen as very important in business. Employees who have high loyalty or commitment will perform well and prioritize the interests of the company over their own interests.

Leader Member Exchange PT Perkebunan Nusantara X on Employee Performance through Affective Commitment

In Table 7, H6 shows the indirect effect of PT Perkebunan Nusantara X's Leader Member Exchange on Employee Performance is greater than the direct effect, which means that the Affective Commitment variable can act as an intervening variable between Leader Member Exchange and Employee Performance. It is very important to fulfill the Leader Member Exchange in accordance with expectations and reality, so that Affective Commitment is achieved which will have implications for Employee Performance. This is related to the H1 hypothesis where the Leader Member Exchange cannot partially affect employee performance, but with the mediating variable Affective Commitment, the Leader Member Exchange can have a more positive impact on employee performance. This research is supported by the results of Lie Darwin's research et.al that Leader Member Exchange influences Employee Performance through Affective Commitment. Further, Arijadi (2017) highlight that the desire to stay in the company makes employee performance increase. Organizational commitment is able to mediate between the influence of member exchange leaders (LMX) on employee performance (Herlambang, 2017).

Team Member Exchange PT Perkebunan Nusantara X on Employee Performance through Affective Commitment

In Table 7, H7 shows that the direct effect of PT Perkebunan Nusantara X's Team Member Exchange on Employee Performance is greater ($0,355 > 0,107$) than indirectly through Affective Commitment. It means that Affective Commitment cannot act as a mediation between Team Member Exchange and Employee Performance. This shows that in order to further improve Employee Performance, it is better to be able to directly from Team Member Exchange for Customer Loyalty without being mediated by Affective Commitment.

5. Conclusion

To sum up everything that has been stated so far, the following conclusion can be drawn in this study, namely: LMX and TMX have a significant positive effect on affective commitment, while LMX has no significant positive effect on employee performance, TMX has a significant positive effect on employee performance and affective commitment has a significant positive effect on employee performance. According to this result, it can be said that affective commitment is a good intervening variable, especially on the effect of LMX and TMX on employee performance.

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