Organizational Commitment in Mediating the Influence between Employee Empowerment and Performance at PT Anugerah Fasad Sejati

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Abstract

The objectives of this research are: (1) Knowing and Analyzing the positive and significant influence of empowerment on the Performance of PT. True Façade Grace; (2) Knowing and Analyzing the positive and significant effect of organizational commitment on the Performance of PT. True Façade Grace; (3) Knowing and Analyzing the positive and significant influence of empowerment on the organizational commitment of PT. True Façade Grace. The number of research samples was as many as 30 employees. The test tool used is a multiple and simple linear regression analysis using the statistical package for social scientists (SPSS) as a statistical test tool. The results showed that: (1) Empowerment has a positive and significant effect on employee performance; (2) Organizational commitment has a positive and significant effect on employee performance; (3) Empowerment has a positive and significant effect on organizational commitment; (4) Empowerment and organizational commitment simultaneously have a positive and significant effect on employee performance at PT. True Façade Grace; and (5) Organizational commitment is able to mediate a positive and significant influence of empowerment on employee performance at PT. True Façade Grace.

Keywords: empowerment, organizational commitment, and employee performance

INTRODUCTION

The work of the organization is largely determined by the performance of individuals (employees) in the organization. For this reason, employee performance needs to be planned up to performance evaluation. Performance planning is one of the important points in human resource planning. Human resource planning (HR) is HR planning that must pay attention to other factors besides humans, for example financial factors, so that it can synergize with HR in achieving organizational goals. Apabila management of human resources is carried out professionally, it is hoped that human resources can work productively. The management starts from recruitment, selection, classification, placement according to ability, training (training) and career development and retirement.

Although employee performance directly affects the goals of PT Anugerah Fasad Sejati, it still needs to be studied further related to the factors that affect performance itself. There are various factors or variables that affect performance both theoretically and conceptually, however, in this paper what will be studied or studied are variables (1) organizational commitment, and (2) empowerment.

According to McShane and Glionow (2008:119): "Organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in particular organization". (komitment or loyalty of an employee to an organization, when his emotional, identification, and involvement remain on the wishes or objectives of the organization). "Organizational commitment is also the loyalty and attachment of employees to the organization" (Daft, 2010:445). Organizational commitment can be seen based on: (1) affective commitment, namely emotional feelings towards the organization and belief in values, (2) rational commitment (continuance commitment) is the economic value...
that is felt from surviving in an organization when compared to leaving the organization, and (3) normative commitment (normative commitment) is an obligation to persist in an organization for moral or ethical reasons. These factors or sub-variables of commitment are factors that have a push for individuals in improving performance and working according to the wishes of the organization. Thus, an individual or employee who has a commitment to the organization will be more inclined to improve the results of his work or performance in the workplace. The results of research by Khan et al., (2010: 295) show that organizational commitment consisting of affective, normative, and continuous commitment has a positive and significant effect on employee performance in public sector and private sector organizations in Pakistan.

In addition to organizational commitment affecting employee performance, empowerment variables also affect employee performance. Conceptually according to Luthan (2008:290) that “empowerment may be defined as recognizing and releasing into organization the power that people have in their wealth of useful knowledge and internal motivation”. Its point is the search and recognition of the power of employees in the organization on the assumption that people have a wealth of knowledge and have internal motivations. That is, empowerment is an effort by the leadership or management of the organization to intensify employee knowledge and intrinsic desires or motivations in order to achieve organizational goals. Empowerment can be seen based on: sense of meaning, sense of competence, sense of determination, and sense of impact. These factors or sub-variables can encourage employees to produce work that is in accordance with the wishes of the organization, or be able to produce the best performance for the organization. Thus, a well-empowered employee will be able to produce performance that is in accordance with the goals of the organization. This is in accordance with the results of Research by Meyerson (2012: 43) showing that empowerment has a positive effect on employee performance in telecommunications companies.

Based on the description above, the researcher wants to conduct a study entitled "Organizational Commitment mediating the Influence Between Employee Empowerment and Performance at PT. True Façade Grace".

**Theoretical Foundations and Hypothesis Development**

**The Effect of Empowerment on Employee Performance**

According to The Scribner Bantam English Dictionary cited by Sedarmayanti (2004:175-176), performance (Performance) comes from the root word "to perform" which has the following entries: (1) To do or carry out execute. (Perform, run, execute); (2) To discharge of fulfil: as a vow. (Fulfilling or performing the obligations of a vow); (3) To portray as character in a play. (Describes a character in a game); (4) To render by the voice or musical instrument; (5) To execute or complete an undertaking. (Carrying out or perfecting responsibilities); (6) To act a part in a play. (7) To perform music. (Play or perform music); (8). To do what is expected of a person or machine. (Doing something expected by a person or machine).

According to Cook and Steve, which was translated by Sedarmayanti (2001:80) that: Empowerment will provide a practical philosophy and a means of change to help improve, both to customer and employee satisfaction, and thus can also help improve organizational effectiveness. Based on the description above, the hypothesis can be formulated as follows:

H1. Empowerment has a positive and significant effect on employee performance.

**The Effect of Organizational Commitment on Employee Performance**
Bathaw and Grant (1994) as quoted by Sopiah (2008: 156), Organizational commitment as the desire of employees to maintain their membership in the organization and be willing to make high efforts for the achievement of organizational goals. George and Jones (2005:93) suggest that organizational commitment is related to feelings and beliefs about the work of the organization as a whole. The purpose of this definition is related to an individual's beliefs about the work that will and has already been done. That belief is related to the attitude he has, where a worker will think(cognitively) about a task that is burdened positively and negatively, ultimately manifested through actions in carrying out a job. Based on the description above, the hypothesis can be formulated as follows:

H2. Organizational commitment has a positive and significant effect on employee performance.
H3. Empowerment has a positive and significant effect on organizational commitment.
H4. Empowerment, and organizational commitment have a simultaneous positive and significant effect on employee performance.
H5. Organizational Commitment mediates the influence of empowerment on employee performance.

Based on the description of the theory and the development of hypotheses, a picture of the framework of the research concept can be made as follows:

![Figure 1. Research conceptual framework](image)

**METHOD**

The population of this study is a permanent employee at PT. True Façade Grace. The population taken by the researchers was 30 employees. According to Arikunto (2010:112), if the subject is less than 100 people it is best to take all of them, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. Therefore, the sample in this study is the entire population of 30 employees so it is referred to as a population study.

To collect the data, the authors went directly to the office to meet the leadership and asked for permission to distribute questionnaires to employees who were used as respondents in this study. Furthermore, conducting data analysis and testing to determine the influence between free and bound variables partially or simultaneously, the test tool used is multiple regression analysis using statistical packages for social scientists (SPSS) as statistical test tools. The model of multiple linear regression equations is:

(i) \( Y = \alpha + \beta_1 X + \beta_2 M + \epsilon \)

(ii) \( M = \alpha + \beta_1 X + \epsilon \)

Information:
- \( Y \) = Bound variable (employee performance)
- \( \alpha \) = Constant value ta
- \( \beta_1, \beta_2 \) = Coefficient of determination
- \( X \) = Free variable (Empowerment)
M = Free and bound variable (Organizational Commitment)
ε = Standard error

To test whether the instrument used meets the requirements of a good measuring instrument, a validity test and reliability test are used. The results of the validity and reliability test showed that all items of the research variable had a Pearson Correlation value (r count) greater than the table r value (0.361) and the Sig value. greater than α (0.05) which means that the entire research item of variables X, M, and variable Y is valid, and is used as a research instrument. In addition, the reliability test results are also reliable because it has Cronbach’s alpha greater than the limit value of 0.7. Next is the analysis test used before conducting Multiple Linear Regression analysis using the statistical package for social scientists (SPSS) as a statistical test tool, then first testing the analysis requirements consisting of: basic assumption test and regression classical assumption test. The data tested using basic assumption tests and classical assumptions have met the requirements specified in both tests. Next at the end of the analysis are statistical tests t and f.

RESULTS AND DISCUSSION

Result

Partial hypothesis testing this study uses a t test, which is to test partial free variables (individuals) namely the influence of empowerment (X) and organizational commitment (M) on employee performance (Y) at PT Anugerah Fasad Sejati. This test is the result of a partial regression test (t) of the first equation (I) : Y = α + β₁X + β₂M + ε as in table 1 below:

<table>
<thead>
<tr>
<th>Type</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>11 (Constant)</td>
<td>4.656</td>
<td>5.909</td>
<td>.788</td>
<td>.438</td>
</tr>
<tr>
<td>X</td>
<td>.699</td>
<td>.174</td>
<td>.512</td>
<td>4.009</td>
</tr>
<tr>
<td>M</td>
<td>.520</td>
<td>.154</td>
<td>.432</td>
<td>3.383</td>
</tr>
</tbody>
</table>

Source : Data processed, 2022.

Based on the results of multiple linear regression in table 1 above, it shows that, the empowerment variable has a calculated t value of 4.009 greater than the table t value of 2.05. While the significance value of 0.000 is smaller than α = 5% (0.05). Because t_count > t_table, H₀ is rejected and H₁ is accepted (H1) which means that, empowerment has a positive and significant effect partially on the performance of employees of PT Anugerah Fasad Sejati.

In addition, the organizational commitment variable has a calculated t value of 3.383 greater than the table t value of 2.05. While the significance value of 0.002 is smaller than α = 5% (0.05). Since t_count > t_table, then H₀ is rejected and H₁ is accepted (H2). Thus organizational commitment has a positive and partial significant effect on the performance of employees of PT Anugerah Fasad Sejati. Meanwhile, the results of the partial regression test (t) of the second equation (II) : M = α + β₁X + ε can be seen in table 2 below:

<table>
<thead>
<tr>
<th>Type</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>11 (Constant)</td>
<td>21.471</td>
<td>6.033</td>
<td>3.559</td>
<td>.001</td>
</tr>
<tr>
<td>X1</td>
<td>.636</td>
<td>178</td>
<td>.561</td>
<td>3.584</td>
</tr>
</tbody>
</table>
Organizational Commitment in Mediating the Influence between Employee Empowerment and Performance at PT Anugerah Fasad Sejati

P.A. Sukur, A.W. Jabid, Adnan Rajak, Source: Data processed, 2022.

Based on the results of multiple linear regression in table 2 above, it shows that, the empowerment variable has a calculated t value of 3.584 greater than the table t value of 2.05. While the significance value of 0.001 is smaller than α = 5% (0.05). Because $t_{count}>t_{table}$, then $H_0$ is rejected and $H_a$ is accepted (H3) which means that, empowerment has a positive and partial significant effect on the organizational commitment of PT Anugerah Fasad Sejati.

Test F was conducted to determine the degree of significance of the influence of empowerment variables and organizational commitment simultaneously (together) positively and significantly affecting the performance of PT employees. True Façade Grace. This is done by comparing the results of the significance value where if the value of $\alpha<0.05$ then it is declared significant and vice versa if it is $\alpha>0.05$ then it is declared insignificant. Meanwhile, the positive influence is seen based on the price of the calculated F value compared to the Table F value. The results of the F test can be seen in the table below.

Table 3. Simultaneous Hypothesis Testing Results

<table>
<thead>
<tr>
<th>Type</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1076.577</td>
<td>2</td>
<td>538.289</td>
<td>31.162</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>466.389</td>
<td>27</td>
<td>17.274</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1542.967</td>
<td>29</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Y
b. Predictors: (Constant), M, X

Source: Data processed, 2022.

Based on table 3 above, it shows the calculated F value of 31.162 at a significant level of 0.000. Using a confidence level of 95%, $\alpha = 5\%$, df1 (number of variables – 1) or $3-1=2$, df2 (n-k-1) or $30-2-1=27$, so that the result is referenced $F_{table}$ by = 3.15. The calculation results show that the calculated F value is greater than the table F ($31.162 > 3.35$) and the significance value is smaller (0.000) than the alpha value (0.05), then the decision taken is to reject $H_0$ and accept $H_a$ (H4). This means that empowerment and organizational commitment simultaneously have a positive and significant effect on employee performance.

Hypothesis testing of mediation is carried out with a sobel test, this test is used to test the strength of indirect influence or mediation (Ghozali, 2018). The basis for making decisions on this buckle test is carried out by comparing the calculated t value with the table t. If $t_{count}>t_{table}$ then it can be concluded that there is an influence of mediation. In this study, there is a mediation that will be tested as follows:

The effect of empowerment (X) on employee performance (Y) through organizational commitment (M) can be described as follows:

Known: $b^2=0.520$; $sa^2=0.178$; $a^2=0.636$; $sb^2=0.154$

$S_{ab}=\sqrt{b^2sa^2+a^2sb^2+sa^2sb^2}$

$S_{ab}=\sqrt{0.520^20.178^2+0.636^20.154^2+0.178^20.154^2}$

$S_{ab}=\sqrt{(0.269985)(0.03153172)+(0.405)(0.02359)+(0.03153172)(0.02359)}$

$S_{ab}=0.18812$

$S_{ab}=0.137157$

$t=\frac{ab}{sab}$

$t=\frac{0.330689}{0.137157}$

$t=2.4410$
Based on the results of the sobel test in the calculation above, it shows a calculated t value of 2.4410. Meanwhile, it is known that the table t value of alpha 0.05 is 2.05, so it can be concluded that t counts > t of the table. Because t_{count} > t_{table}, then H_0 is rejected and H_1 is accepted (H5) which means that, organizational commitment (M) is able to mediate the influence of empowerment (X) on employee performance (Y) significantly in PT. True Façade Grace.

**Discussion**

**The Effect of Empowerment on Employee Performance**

The results of the first hypothesis test (H1) show that empowerment has a positive and significant effect on employee performance at PT. True Façade Grace. This result shows that the existence of good (high) employee empowerment will make a positive contribution to employee performance. The results of this test are based on calculated t-values that are greater than the table t values.

The results of the responses to the previous empowerment variable showed that overall it was high (good), because the average score was 4.20. In theory, this implies that empowerment indicators consisting of: empowerment factors consisting of self-determination, meaning, competence, and impact are able to grow or produce or improve employee performance. This is as according to Conger and Kanungo, as quoted by Ivancevich, Konopaske, and Matteson (2008:346) empowerment is an organizational process in increasing the feeling of members of the organization that they have the ability to examine the conditions that cause powerlessness and these conditions through formal organizational practices and provide valuable formal information or information needed by organizational members. Employee feelings are closely related to increased job satisfaction. This means that the leadership or management of the organization needs to respect the feelings or emotions of employees, because it relates to employee evaluations of the overall condition of the organization. Therefore, PT Anugerah Fasad Sejati must pay attention and empower employees and provide appropriate resources to employees to make decisions, because of the influence of work. In other words, with the empowerment of employees in accordance with the factors that influence it, the employee's performance will increase. Related to this, this research has proven that the employees of PT Anugerah Fasad Sejati also have high performance.

The explanation above reveals that in the organizational environment of PT Anugerah Fasad Sejati it is necessary to pay attention to various factors that determine employee performance. Therefore, employee performance also determines the goals of the organization comprehensively. This is in the opinion of Chen (2011:10) that pemberdayaan is the discretion of the employees, autonomy, power and control in their work to provide the expected performance. In addition, according to Menon's 2001 in Chen (2011:10) empowerment is related to increasing the autonomy of employees in their work, and increasing engagement and in the decision-making process. Thus, PT Anugerah Fasad Sejati needs to empower employees through self-determination, meaning, competence, and impact, because it empirically proves that it is able to increase employee job satisfaction.

Based on the distribution of respondents’ responses to the empowerment variable, all items included in this variable fall into the good or high category, this can be seen from the average score obtained, which is 4.20. However, PT Anugerah Fasad Sejati needs to pay attention to: 1) the attitude of superiors in providing full freedom and authority to employees in completing work without having to carry out strict supervision but still responding back to employee work achievements, 2) the involvement of superiors in motivating employees to have work achievements, and 3) organizations need to involve employees in the decision-making process in accordance with organizational needs.
Based on the descriptions above, it can be concluded that empowerment partially has a positive and significant effect on employee performance can be proven in this study both in theory and the facts found and analyzed. In addition, the results of this study are related to previous research conducted by Tuuli and Rowlinson (2007); Chen (2011); Meyerson and Dewenttinck (2012); Taktaz et al., (2012); Nzuve and Bakari (2012); Mehrabani, and Shajari (2013); Yilmaz (2014); Razavinejhad and Najafzadeh (2014); Andika, Rudi., and Susetyo, Darmanto., (2020); Al-Makhadmah, I.M., Al-Najdawi, & Al-Muala., (2020); Asri (2020); Ahmad, Ambad., Mohd., & Lajuni, (2021) shows that employee empowerment has a positive and significant effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

Based on the distribution of respondents' responses to the empowerment variable, all items included in this variable are in the good or high category, this can be seen from the average score obtained, which is 4.28. Therefore, PT Anugerah Fasad Sejati needs to pay attention to: 1) providing rewards for employee performance, 2) providing training and career development efforts to improve the abilities of employees, and 3) implementing the best possible work space to create employee comfort in the morning.

To answer the theory that has been presented previously, it can be proven from the results of data analysis and testing the second hypothesis in this study. The second hypothesis of this study states that organizational commitment has a positive and significant effect on employee performance. This is based on the provisions in the test criteria if tcount > ttable and sig < 0.05, then H2 which states that organizational commitment has a positive and significant effect on employee performance is accepted.

Based on the descriptions above, it can be concluded that organizational commitment partially positive and significant effect on employee performance can be proven in this study both theoretically and the facts found and have been analyzed. The results of this study are also relevant to the results of previous research conducted by Khan et al., (2010); Dost, Rehman, and Tariq (2012); Yeh, Hueryren Shih and Dachuan Hong (2012); Tolentino (2013); Mahdieh, and Marnani (2013); and Adiftiya (2014) also show: organizational commitment which consists of normative, effective, and continuous commitment has a positive and significant effect on employee performance.

The Effect of Empowerment on Organizational Commitment

The results of testing the first hypothesis indicate that organizational commitment has a positive and significant effect on the performance of PT Anugerah Fasad Sejati employees. These results indicate that organizational commitment is able to make a positive and significant contribution to employee performance. The results of this test are based on partial test results which show the t-count value is greater than the t-table value and a significantly smaller value of . The results of this study are in line with the opinion of Mathis and Jackson (2001), which states that organizational commitment is the level of trust and acceptance of workers towards organizational goals and has a desire to remain in the organization which is ultimately reflected in the statistics of absenteeism and employee turnover. Furthermore, according to Zurnali C (2010), states that organizational commitment is a psychological state that characterizes the employee's relationship with the organization or its implications that affect whether employees will remain in the organization or not, which is identified in three components namely affective commitment, continuance commitment, and commitment. normative.

Organizational Commitment Mediates the Effect of Empowerment on Employee Performance.
As it is known that empowerment has a significant effect on employee performance, organizational commitment has a significant effect on employee performance, and empowerment also has a significant effect on organizational commitment. In addition, organizational commitment is also able to mediate the influence between empowerment and employee performance. This is based on the results of statistical tests which show that all the results of the partial test and the mediation of the t-count value are greater than the t-table value.

The description above shows that the relationship between empowerment variables and employee performance at PT Anugerah Fasad Sejati is supported by organizational commitment. This means that, employee commitment consisting of affective commitment, continuous commitment (rational), and normative commitment at PT Anugerah Fasad Sejati contributes to the positive influence or relationship between empowerment and employee performance. In addition, the results of mediation research empirically indicate that the commitment of individual employees at this time can be proven through the consistency of employees to remain involved in the company's organization. This is as according to Newstrom and Davis (2003) that employee loyalty is the extent to which employees identify with the organization and want to actively participate to continue a job related to organizational goals.

CONCLUSION

Based on the research analysis and discussion above, the conclusions in this study are:

1. Empowerment has a positive and significant effect on employee performance. This means that the higher the empowerment, the higher the performance of employees at PT. True Facade Award.
2. Organizational commitment has a positive and significant effect on employee performance. This means that the higher organizational commitment leads to increased employee performance at PT. True Facade Award.
3. Empowerment has a positive and significant effect on organizational commitment. This means that the higher the empowerment, the higher the organizational commitment at PT Anugerah Fasad Sejati.
4. Empowerment and organizational commitment simultaneously have a positive and significant effect on employee performance at PT Anugerah Fasad Sejati.
5. Organizational commitment is able to mediate the positive and significant influence of empowerment on employee performance at PT Anugerah Fasad Sejati. This means that organizational commitment is able to make a positive contribution to the relationship between empowerment and employee performance.

BIBLIOGRAPHY


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