

The Effect of Employee Empowerment and Work Environment on Organizational Commitment and Their Impact on Employee Performance

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ABSTRACT

This research was triggered by educational institutions in Indonesia that are not widely known by people out there. Education is a very common need and demand in children's lives. The purpose of education is to guide all the natural forces that exist in these children, so that they as humans and as members of society can achieve the highest safety and happiness. Education is also a conscious effort to prepare for the role of students in the future through guidance activities, such as counseling, education, and/or training. This study uses Structural Equation Modeling (SEM) to perform data analysis. The research sample consisted of 100 employees in private schools in North Jakarta. The results show that we must pay attention to the empowerment, environment, commitment and performance of employees who work in the field of education so that the future of the nation's children can be better than now.

Keywords: *Education, Employee Empowerment, Work Environment, Organizational Commitment, Employee Performance.*

1. INTRODUCTION

As is known, the quality of education in Indonesia is decreasing day by day. This is reflected in the quality of teachers, educational institutions, and students. Teachers naturally harbor expectations that they cannot give their students. In fact, current teachers are incompetent. Many people become teachers because they are not accepted in other subjects and lack money. Except for the old teachers who have devoted themselves to teaching for many years. In addition to the experience of teaching students, they also have extensive experience in the subjects they teach, not to mention the issue of teacher salaries. If this phenomenon continues and continues, education in Indonesia will soon be destroyed, because many experienced teachers will retire.

The facilities and infrastructure of educational institutions are also a factor in the decline and decline of education in Indonesia, especially for people in underdeveloped areas. However, for the inhabitants of these underdeveloped countries, the most important thing is that applied science is practically used in life and work. Like most students in general, including teachers and schools, there are many problems that prevent them from studying normally.

Therefore, we must also look at how to empower employees and the work environment of workers in the education industry. Empowerment is a theory of further development of the theory of participatory management. Participation is a process carried out by organizations to provide opportunities for employees to play a role in making decisions about their work. Empowerment has a broader meaning than participation, and this understanding has evolved over time with the addition and development of theories of management and organizational behavior.

This study will examine the effect of employee empowerment and work environment on organizational commitment and its impact on employee performance in private schools in North Jakarta

(Ki Hajar Dewantara: Father of National Education of the Republic of Indonesia) defines education as a very common need and demand in children's lives. The purpose of education is to guide all the natural forces that exist in these children, so that they as humans and as members of society can achieve the highest safety and happiness. Education is also a conscious effort to prepare for the role of students in the future through guidance activities, such as counseling, education, and/or training.

In this study used 4 variables, namely employee empowerment, work environment, organizational commitment and employee performance.

Mulyadi [1] stating that: "Employee empowerment is a trend of human capital management in future organizations". According to Sutrisno [2] "The work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work". Organizational commitment is a feeling of psychological and physical attachment or attachment to the organization where he works or the organization, of which he is a member [3]. Employee Performance is an employee's strong belief in accepting the values and goals of the organization, staying in the organization, and achieving organizational goals.

1.1. Hypothesis Development

1.1.1. Employee Empowerment and Organizational Commitment

Good employee empowerment will be able to make employees committed to the work they do and be responsible for all the decisions they take according to Meyerson and Dewentick [4] in a study entitled Effect of Empowerment on Employees Performance.

H1a: Employee Empowerment (X1) has a positive effect on organizational commitment organizational commitment (Z).

1.1.2. Work Environment and Organizational Commitment

The state of the work environment certainly plays an important role in the quality of employee job satisfaction results. Maximum satisfaction will be achieved if the work environment is quite comfortable and communication is smooth. On the other hand, if the work environment is uncomfortable and full of chaos and unfair competition, it can lead to employee burnout and ultimately reduce job satisfaction. Working in a good, harmonious and dynamic environment certainly makes employees feel safe and comfortable at work.

H1b: Work Environment (X2) has a positive effect on Organizational Commitment (Z).

1.1.3. Employee Empowerment and Employee Performance

A similar study was conducted by Ni Putu Apri Suandayani [5] entitled "The Effect of Empowerment on Work Productivity on Employees of UD Budi Mega in Ambengan Village, Sukasada District". The dimensions of empowerment used in this study are leadership, trust, competence, and self-determination. Data collection methods using questionnaires, documentation, and interviews. The data analysis technique used is descriptive analysis, and simple linear regression analysis. The results of the analysis show that employee empowerment has a positive and significant effect on increasing work productivity of employees.

H2a: Employee Empowerment (X1) has a positive effect on employee performance. (Y).

1.1.4. Work Environment and Employee Performance

Identifying and creating a good work environment will greatly determine the success of achieving the company's organizational goals and being able to provide good service to employees.

Conversely, if the work environment is not good, it will reduce morale and decrease employee efficiency and performance.

H2b: Work Environment (X2) has a positive effect on Employee Performance (Y).

1.1.5. Organizational Commitment and Employee Performance

Commitment is basically a person's willingness to remind himself and show loyalty to the organization because he feels himself involved in organizational activities. Furthermore, based on the conception of thought above, it is interesting to conduct a study in one company related to organizational commitment and its effect on employee performance. Organizational commitment itself is interesting to study because it affects the continuity of the company.

H2c: Organizational Commitment (Z) has a positive effect on Employee Performance (Y).

2. RESEARCH MODEL AND METHOD

2.1. Research Model

The research model that can be built from the formulation of the five hypotheses discussed in the previous section is as follows.

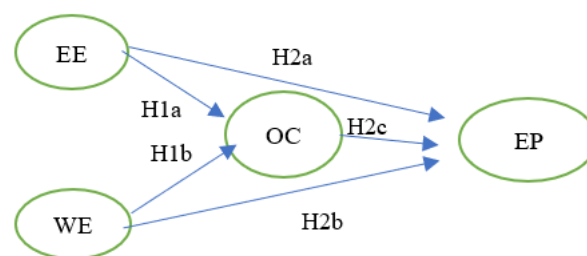


Figure 1. Research Model
 Source: Research (2022)

Information:

EE = Employee Empowerment

WE = Work Environment

OC = Organizational Commitment

EP = Employee Performance

2.2. Research Methods

2.2.1. Research Paradigm

The research method that will be used is quantitative. Quantitative research is a type of research that produces findings that can be achieved (obtained) by using statistical procedures or other means of quantification (measurement). The quantitative approach focuses on the symptoms that have certain characteristics in human life which he calls variables. In a quantitative approach, the nature of the relationship between variables is analyzed using an objective theory [6]. Likert scale is designed to see how strongly respondents agree or disagree with statements on a five-point likert scale [7]. Convergent validity can be measured by looking at the AVE value and the loading factor in each indicator. According to Ghazali [8] for research in the early stages of developing a measurement scale for the loading value of 0.5 until 0.6, it is considered sufficient. The expected AVE value is greater than 0.5 [9].

2.2.2. Population and Sample

The population of this study are employees who work in private schools in the North Jakarta area. The population of the research to be conducted is 133 people with an error rate of 5%.

$$n = \frac{N}{1 + \frac{N}{133} \cdot e^2}$$

$$n = \frac{133}{1 + 133 \times 0.05^2}$$

$$n = 99,81 = 100$$

So, in this study, the number of samples determined was 99.81 which was rounded up to 100 people. Respondents in this study were employees who worked in private schools, especially in the North Jakarta area.

2.2.3. Data Collection and Analysis

Data was collected using a questionnaire distributed online. From the collected respondents, a pre-test was conducted on 30 respondents to test the validity and reliability, and 100 respondents were involved in the actual statistical test. The data was processed using Structural Equation Modeling (SEM) with a significance level of 5%.

3. RESULTS AND DISCUSSION

3.1. Respondents' Profile

Gender. It can be seen that female respondents were 71 people with a percentage of 71% and male respondents were 29 people with a percentage of 29%.

Age. The number of respondents who participated in this study were 100 people. respondents aged under 20 years as many as 4 people with a percentage of 4%, ages 21-30 years as many as 46 people with a percentage of 46%, ages 31-40 years as many as 41 people with a percentage of 41%, ages 41-50 years as many as 7 people with a percentage of 7 % and over the age of 50 years only 2 people with a percentage of 2%.

Last Education. It can be seen that there are 2 people whose last education is below high school with a percentage of 2%, as many as 17 high school graduates equivalent with a percentage of 17%, as many as 4 graduates of D1/D2/D3 with a percentage of 4%, as many as 63 people who graduate from S1 with the percentage of 63%, and as many as 14 graduates S1/S3 (Post-Graduate) with a percentage of 14%.

Length of Work. There are 22 people who work for less than 3 years with a percentage of 3%, as many as 21 people who work for 3-5 years with a percentage of 21%, as many as 31 people who work 31% long, as many as 15 people who work 9-11 years with a percentage of 15%, and as many as 11 people who worked for more than 11 years with a percentage of 11%.

Employee Status. Based on data collection, there are 14 interns with a percentage of 14%, as many as 28 permanent workers with a percentage of 28%, as many as 58 contract workers with a percentage of 58%.

3.2. Research Instruments

The research instrument is a survey conducted online and using an Interval scale (1 = strongly disagree; 5 = strongly agree). The following is a list of indicators used to measure each variable:

Table 1. Research Variables and Indicators

No	Variable	Indicator
1	Employee Empowerment Khan in Arifin et. al. (2014) [10]	Desire, Confidence, Credibility, Accountability, Communication
2	Work Environment Sedarmanyati (2011) [11]	Physical work environment, non-physical work environment
3	Robbins and Judge's Organizational Commitment (2013) [12]	Affective Commitment, Continuing Commitment, Normative Commitment
4	Employee Performance Mathis & Jackson in Donni Juni Priansa (2014) [13]	External Environment, Internal Environment, Internal Employees

3.3. Validity and Reliability Test (Pre-Test)

According to Sekaran and Bougie [7] The conditions for the validity test must meet the following criteria:

1. Average Variance Extracted (AVE) of all variables must be more than 0.5 [14].
2. The value of the outer loading of each indicator must be more than 0.6.
3. Discriminant Validity is obtained by calculating the root of the correlation value of each variable which must be greater than the cross squared correlation of that variable compared to other research variables.

Table 2. Convergent Validity Analysis

Variable	Indicator	Loading Factor	CR	AVE
Employee Empowerment	EE1	0.786	0.938	0.610
	EE2	0.626		
	EE3	0.815		
	EE4	0.712		
	EE5	0.743		
	EE6	0.794		
	EE7	0.784		
	EE8	0.796		
	EE9	0.781		
	EE10	0.788		
	EE11	0.732		
Work Environment	WE1	0.762	0.913	0.638
	WE2	0.797		
	WE3	0.798		
	WE4	0.826		
	WE5	0.832		
	WE6	0.770		
Organizational Commitment	OC1	0.777	0.913	0.637
	OC2	0.821		
	OC3	0.782		
	OC4	0.786		
	OC5	0.760		
	OC6	0.861		
Employee Performance	EP1	0.781	0.904	0.580
	EP2	0.755		
	EP3	0.812		
	EP4	0.818		

EP5	0.794
EP6	0.723

Source: Results of data processing for this research

From Table 2 it can be seen that all the variables of this study are eligible and valid.

Table 3. Discriminant Validity

	CR	AVE	EE	WE	OC	EP
EE	0.938	0.610	0.744	0.710	0.761	0.762
WE	0.913	0.638	0.772	0.719	0.798	
OC	0.913	0.637	0.784	0.799		
EP	0.904	0.580	0.781			

Source: Results of data processing for this research

Discriminant validity is obtained if each construct (square root of AVE) is greater than the correlation between constructs and other constructs. From Table 3 above, it can be seen that the numbers in bold and red indicate the value of discriminant validity, but the variable is not greater than the correlation between constructs and is declared valid.

Table 4. Pre-Test Reliability Analysis

Variable	Cronbach's Alpha	Reliable / Unreliable
Employee Empowerment	0.927	Reliable
Work Environment	0.886	Reliable
Organizational Commitment	0.886	Reliable
Employee Performance	0.872	Reliable

Source: Results of data processing for this research

Table 4 shows that all variables are declared reliable because they have a Cronbach Alpha value > 0.7 [7]. The actual research results also show that the research data used are valid and reliable.

4. CONCLUSIONS

Based on the results of data processing and analysis that has been carried out, the following conclusions can be drawn, namely:

1. Employee Empowerment can be used to positively predict Organizational Commitment to Private Schools in North Jakarta.
2. Work Environment can be used to predict positively Organizational Commitment to Private Schools in North Jakarta.
3. Employee Empowerment can be used to positively predict Employee Performance at Private Schools in North Jakarta.
4. Work environment can be used to positively predict employee performance in private schools in North Jakarta.
5. Organizational Commitment can be used to positively predict Employee Performance in Private Schools in North Jakarta.

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