

THE EFFECT OF JOB ENRICHMENT AND EMPLOYEE EMPOWERMENT TO ORGANIZATIONAL COMMITMENT WITH WORK MOTIVATION AS A MEDIATION

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Abstract

The research utilizes the population data of all civil servants with executive position at Regional Office of the Directorate General of State Assets Management (DJKN) of Bali and Nusa Tenggara which amounted to 42 people. The data was collected through research instrument in the form of questionnaire of which contains statement from each indicator of every research variable, and analysed with Partial Least Square (PLS) technique using Smart PLS Version 3.0 program. According to the result of the Partial Least Square (PLS) analysis, it is known that all research hypotheses are accepted. The implications of this research are (i) to support the theoretic concept as well as the previous study results, of which specify that job enrichment and employee empowerment positively and significantly affect work motivation and organizational commitment (ii) to become a matter of consideration for the policy makers in formulating policies for human resources field(iii) and that an organization can improve the effectiveness of job enrichment and employee empowerment practices while still considering employee workload, job risks, and the compensation received by employees.

Keywords: Job Enrichment, Employee Empowerment, Work Motivation, Organizational Commitment

INTRODUCTION

Job enrichment practice as a form of vertical expansion of work, is certainly related to job analysis. Kaswan (2012: 25) mentions that the job analysis is an analysis process undertaken by the organization to determine the tasks, obligations, and responsibilities of a job that will produce an information that determines the job description and job specification. In addition to being part of the analysis, job enrichment can be viewed as a direct application of job analysis. When a job is enriched then the job description will change (increase in quality) and then also change the job specification needed to fill or run a job.

Nanle (2015) states that there is a strong positive relationship of Job Enrichment to employee motivation, employees respond well to job enrichment and make employees motivated. Job enrichment provides a variety of skills, job identity, importance in the eyes of others, responsibilities, challenges, realizing competence, freedom, participation in decision making, performance feedback from work done, growth and a sense of accomplishment that encourages internal motivation, and high performance of non-academic staff (Azees and Abimbola, 2016).

Employee empowerment is a mechanism for empowering employees to make decisions with the sharing of responsibilities from managers to other employees (Saif and Saleh, 2013). Employee empowerment is an important contributor to organizational success. This has been proven in many studies that examine the direct link between employee empowerment of employee performance, employee job satisfaction, and employee commitment to the organization (Meyerson, 2012). Employee empowerment can be another strategy for organizations to satisfy employees with jobs, and increase employee loyalty and commitment to the organization (Raza et al., 2015). Limpanitgul (2017) argues that employee empowerment as a powerful predictor variable can be used as a strategy by companies in increasing one's organizational commitment to the organization.

Argumentation or other consideration of research related to organizational commitment at DJKN Regional Office of Bali and Nusa Tenggara is the need of research request by DJKN Head Office, where the research result will be used as material for evaluation and consideration for the decision makers of human resource management especially in the field of personnel in organization of the Directorate General of State Assets.

LITERATURE REVIEW

Organizational Commitment

An earlier reviewed by Nzewi et al. (2017), Chen (2008), Neyshabor and Rashidi (2013) explain the organizational commitment shows how strong relationships and interactions between

employees and organizations. Organizational commitment is defined as the worker's psychological attachment to his organization. Organizational commitment refers to employees' attachment to their organization and considers organizational goals such as their own goals.

Motivation

According to Robbins & Judge (2015: 127) motivation is defined as a process that explains the strength (intensity), direction (direction), and persistence (Persistence) a person in an effort to achieve goals. The power (intensity) describes how hard a person is in business, the force must be channeled in a direction that gives benefits to the organization, and a persistence dimension that measures how long a person can sustain his efforts. Motivation is anything (encouragement or things) that causes or makes a person do something (Golshan et al., 2011).

Job Enrichment

Aninkan (2014) argues that Job enrichment provides more employee opportunities, autonomy and feedback, as well as giving them more responsibilities that require decision making, such as job scheduling, determining work methods and quality. Job enrichment also improves self-actualization, self-control and self-esteem of the workers, therefore job enrichment within an organization must be managed well and correctly to ensure the role of employees in the process of making a decision within the organization (Saleem et al., 2012) .

Employee Empowerment

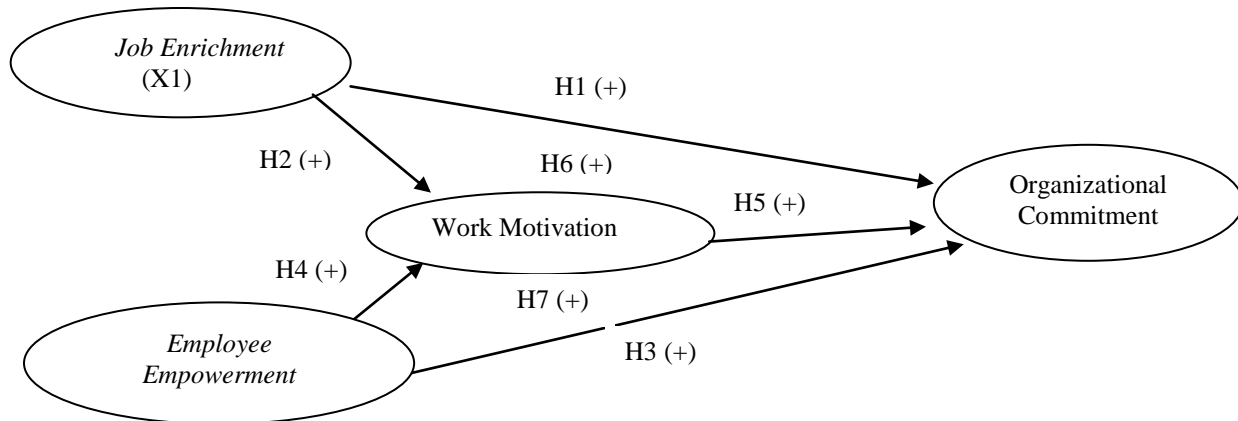
Employee empowerment is a mechanism for empowering employees to make decisions with the sharing of responsibilities from managers to other employees (Saif and Saleh, 2013). According to Meng et al. (2015) the concept of empowerment is essentially giving members of the organization the responsibility and authority to carry out their work so that they feel psychologically "own" their work.

Conceptual Framework

The conceptual framework of this research is based on the incorporation, development, and modification of some of the concepts, theories, and empirical studies. The grand theory used in this study refers to three dimensional of organizational commitment by Allen and Meyer (1990), i.e. affective commitment, continuance commitment, and normative commitment. Based on the literatur review, there is a direct relationship between job enrichment, employee empowerment, work motivation, and organizational commitment. Employee empowerment is believed to have an impact on organizational commitment therefore examining the role of work motivation to

support the strong effect of the job enrichment is essential as it can affect the workload of employees, job risks, and compensation. The purpose of this study is to analyze the effect of job enrichment and employee empowerment on organizational commitment with work motivation as mediation variable on civil servants with executive positions in the Regional Office of the Directorate General of State Assets Management of Bali and Nusa Tenggara.

Figure 1. Conceptual Framework



Hypotheses

Job Enrichment to Organizational Commitment

Research conducted by Nzewi et al. (2017) to employees in the beer industry mentions that there is a positive and significant relationship between job enrichment and organizational commitment. Specifically, it says that there is a significant positive relationship between work autonomy (freedom in organizing work) and affective commitment of employees within the company. The results indicate that when employee jobs are enriched, their level of commitment will increase positively and will ultimately increase their productivity levels within the organization.

H₁: Job enrichment has a positive and significant effect on organizational commitment.

Job Enrichment to Work Motivation

Research conducted by Nanle (2015) on employees and teachers at the University in Nigeria also shows that there is a positive relationship and strong effect of Job Enrichment mechanism on employee motivation. Employees and teachers at the University of Nigeria respond positively to the Job Enrichment mechanism imposed by management. Job enrichment mechanisms are

able to overcome the main problems of boredom and boredom that exists on employees and teachers at the University of Nigeria.

H₂: Job Enrichment has a positive and significant effect on work motivation.

Employee Empowerment to Organizational Commitment

Insan et al. (2013) states that employee empowerment gives a significant effect on organizational commitment. Furthermore, Insan et al. (2013) states that employee empowerment variable can not necessarily effect (no direct effect) to job satisfaction, but there is indirect effect between employee empowerment to employee job satisfaction through organizational commitment.

H₃: Employee empowerment has a positive and significant effect on organizational commitment.

Employee Empowerment to Work Motivation

Meng et al. (2015) mentions that intrinsic motivation has a dominant role in seeing an effect of empowerment, intrinsic motivation refers more to factors that encourage someone to do something that comes from within a person as an example of pleasure and interest in work.

H₄: Employee empowerment has a positive and significant effect on work motivation.

Work Motivation to Organizational Commitment

Work motivation leads to a higher organizational commitment of an individual (Sohail et al., 2014). The study was conducted on workers working in the education sector in Pakistan. The results also mentioned that work motivation also has a positive effect on employee job satisfaction working in education sector in Pakistan.

H₅: Work motivation has a positive and significant effect on organizational commitment.

The Role of Work Motivation in Mediating The Effect of Job Enrichment to Organizational Commitment

High employee motivation directly affects employees' commitment to the organization (Imran et al., 2017). Imran et al. (2017) mentions that employee motivation affects organizational commitment. A motivated employee increases a person's commitment to the organization and tends to lower the sense of wanting to get out of the organization. The results confirm that a precise and correct combination of organizational motivation and commitment can prevent the emergence of a sense of desire for the members.

H₆: Work motivation mediates the effect of job enrichment on organizational commitment.

The Role of Work Motivation in Mediating The Effects of Employee Empowerment to Organizational Commitment

Zhang and Bartol (2010) stated that empowerment (psychological empowerment) has a positive effect on the motivation of employees of technology companies in China. Kim et al. (2013) states that employee empowerment has a motivational (motivational effect) effect on organizational commitment. This has been demonstrated in the research of Kim et al. (2013) proving that employee empowerment has an impact on organizational commitment of employees of luxury hotel restaurants in Korea.

H₇: Work motivation mediates the effect of employee empowerment on organizational commitment.

RESEARCH METHOD

Data collected through research instrument in the form of questionnaire. The statements on the questionnaire were measured using a Likert scale of 1 to 5 scale. The sample of this study amounted to 42 people using a saturated sample technique where the total population is used as the number of samples to be used in the study. The questionnaires were distributed to 42 respondents with the position of executors in Kanwil DJKN Bali and Nusa Tenggara. The questionnaire used contains questions about each variable using a Likert scale of 1-5 (1=strongly disagree, 5=strongly agree) (Sugiyono, 2014).

Organizational commitment was measured by a three-dimensional scale (affective, normative, and continuance). It contained 7 items that were developed by Allen and Meyer (1990). Motivation was measured through the Multidimensional Work Motivation Scale (MWMS) developed by Gagne et.al, (2014). It consisted of five dimension (i.e., amotivation, external regulations, introjected regulations, identified regulations, and intrinsic motivation) broken down into 5 items. Employee empowerment was measured through the psychological empowerment with the 5 items, which was originally developed and validated by Spreitzer (1995). Job enrichment was measured by five dimensions (skill variety, task identity, task significance, autonomy, and feedback) introduced by Hackman & Oldham (1976).

Table 1. Variable Measurement

| Variable | Dimension | Indicator | Reference |
|---------------------|-------------------|-----------------------------------------|------------------------------------------------------------------|
| Job Enrichment (X1) | Skill variety | Use of different types of skills (X1.1) | Nzewi et al., 2017, Sanda et al., 2015 Sanda et al., 2015 |
| | Task identity | Task completion (X1.2) | |
| | Task significance | Significance of work result (X1.3) | |

| | | | |
|--------------------------------|-------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Autonomy | Freedom in managing work (X1.4) | Nzewi et al., 2017, Sanda et al., 2015, Benna et al., 2017, Han et al., 2016 |
| | | Decision-making (X1.5) Job responsibilities (X1.6) | |
| | Feedback | Performance evaluation by the organization (X1.7) | Sanda et al., 2015, Benna et al., 2017 |
| Employee Empowerment (X2) | Meaning | The meaning of a job (X2.1) | Raub & Robert, 2012, Wei et al., 2015, Drake et al., 2007, Hanaysha, 2016, Zhang & Bartol, 2010, |
| | Competence | Confidence in ability (X2.2) | Kim et al., 2011, Limpanitgul 2017, Zhang & Bartol, 2010 |
| | Impact | Opinion and suggestion by employees (X2.3) | Raub & Robert, 2012, Drake et al., 2007, Humborstad & Perry, 2011, Limpanitgul 2017, Zhang & Bartol, 2010, |
| | | The influence and contribution of employees (X2.4) | Kim et al., 2011, Limpanitgul, 2017, Zhang & Bartol, 2010 |
| | | Employee involvement (X2.5) | |
| Work Motivation (Y1) | Intrinsic | Work comfortability (Y1.1) | Gagne et al., 2015, Wei et al., 2015, Meng et al., 2015 |
| | | Spirit at work (Y1.2) | |
| | Extrinsic | Employee rights (Y1.3) | Gagne et al., 2015, |
| | | Job promotion (Y1.4) | |
| | | Performance assessment (Y1.5) | |
| Organizational Commitment (Y2) | Affective | Employee career (Y2.1) | Nzewi et al., 2017, Weng et al., 2010, Insan et al., 2013, Conrinus, 2012, Han et al., 2016, Joo & Park, 2009 |
| | | Emotional ties between employees and organization (Y2.2) | Nzewi et al., 2017, Beng et al., 2012, Weng et al., 2010, Insan et al., 2013, Raub & Robert, 2012, Kim et al., 2011, Hanaysha, 2016, Humborstad & Perry, 2011, Liao & Hsieh, 2017, |
| | Continuance | Reputation of the organization (Y2.3) | Nzewi et al., 2017 |
| | | Employee needs (Y2.4) | Weng et al., 2010, Conrinus, 2012, |
| | | Compensation (Y2.5) | Weng et al., 2010, Insan et al., 2013 |
| | Normative | Employee obligations to remain within the organization (Y2.6) | Weng et al., 2010, Conrinus, 2012, |
| | | Organizational needs (Y2.7) | Weng et al., 2010, Insan et al., 2013, |

ANALYSIS AND RESULTS

Based on age characteristics, respondents are dominated by employees with age category 41 s.d. 50 years as many as 15 people (35.70%). Most of the respondents viewed from the characteristics of gender are male is dominant as many as 31 people (73,81%). The majority of respondents who are civil servants with the position of executors in Kanwil DJKN Bali and Nusa Tenggara have married or married status as many as 37 people (88.10%). It can be stated that from a total of 42 respondents, most of them have bachelor degree as many as 28 people or equal to 66.67% of total respondents. Based on years of service, the majority of those who have a working period of 0 - 5 years are 6 (14.29%), 6 to 10 years of work are 7 (16.67%), 11 to 15 years of service are 5 (11, 90%), the working period of 16 - 20 years as many as 9 people (21.43%).

Goodness of fit structural model in inner model is tested using predictive value - relevance (Q2). Predictive - relevance (Q2) for structural model measures how well observation value is generated by model and also parameter estimation. The R2 value of each endogenous variable in this study can be seen in Table 2.

Table 2. R-Square

| Endogenous Variable | R-Square |
|--------------------------------|----------|
| Work Motivation (Y1) | 0,865 |
| Organizational Commitment (Y2) | 0,924 |

To measure how well the observation value is generated by the model and also the parameter estimation, it is necessary to calculate Q-square as follows:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rp^2)$$

$$Q^2 = 1 - (1 - 0,924) (1 - 0,865) = 0,9897$$

$$Q^2 = 0,9897$$

Q-square has a score with a range of 0 and 1, where if the value is close to 1, it means that the model is good. The calculation results obtained value of Q-square is 0.9897, so it can be concluded that the model has a good predictive relevance.

The results obtained on hypothesis testing showed that four hypotheses had positive and significant effect. The test results shown at Table 3.

Table 3. Hypothesis Testing Result

| Independent Variable | Dependent Variable | Path Coefficients | t-statistic | Result |
|---------------------------|--------------------------------|-------------------|-------------|-------------|
| Job Enrichment (X1) | Organizational Commitment (Y2) | 0,329 | 3,287 | significant |
| Job Enrichment (X1) | Work Motivation (Y1) | 0,535 | 4,312 | significant |
| Employee Empowerment (X2) | Organizational Commitment(Y2) | 0,277 | 2,357 | significant |
| Employee Empowerment (X2) | Work Motivation (Y1) | 0,425 | 3,188 | significant |
| Work Motivation (Y1) | Organizational Commitment (Y2) | 0,392 | 2,986 | significant |

Direct effect of job enrichment to organizational commitment with value 0,329 and t-statistic 3,287. Direct effect of job enrichment on work motivation with value 0,535 and t-statistic 4,312. direct effect of employee empowerment to organizational commitment with value 0,277 and t-statistic 2,357. Direct effect of employee empowerment on work motivation with value 0,425 and t-statistic 3,188. direct effect of work motivation to organizational commitment with value 0,392 and t-statistic 2,986. From these results can be seen that all hypotheses have a significant value greater than the value of t table. (0.05 > 1.960). Thus, it can be stated that all hypotheses of direct effect are significant which means that all hypotheses are accepted.

The indirect effects test through corporate image and customer satisfaction as mediation variables, are presented in Table 4.

Table 4. Indirect Effects

| Variable | Path Coefficients | t-statistic | Result |
|-----------------------------------------------------------------------------------|-------------------|-------------|-------------|
| Job Enrichment (X1) > Work Motivation (Y1) > Organizational Commitment (Y2) | 0,210 | 2,554 | Significant |
| Employee Empowerment (X2) > Work Motivation (Y1) > Organizational Commitment (Y2) | 0,166 | 2,079 | Significant |

Hypothesis testing with PLS approach resulted coefficient path indirect effect of job enrichment to organizational commitment through work motivation (as mediation variable) with value 0,210 and t-statistic 2,554. Indirect effect of employee empowerment on organizational commitment through work motivation (as mediation variable) with value 0,166 and t-statistic 2,079. From these results can be seen that all hypotheses have a significant value greater than the value of t table. (0.05 > 1.960). Thus it can be stated that all hypotheses of indirect effect are significant which means that all hypotheses are accepted.

DISCUSSION AND CONCLUSION

Direct effect of job enrichment to organizational commitment with value 0,329 and t-statistic 3,287. From these results it can be seen that t-statistics greater than 1,960 (t table), so it can be concluded that H1 mentioning job enrichment have positive and significant effect on organizational commitment accepted. This reflects that the existence of job enrichment practices in the DJKN Regional Office of Bali and Nusa Tenggara is able to increase organizational commitment to every civil servant with an executive position in the Regional Office of DGS Bali and Nusa Tenggara. This study is supported by research conducted by Nzewi et al. (2017) to employees in the beer industry also mentions that there is a positive and significant relationship between job enrichment and organizational commitment. Specifically, it says that there is a significant positive relationship between work autonomy (freedom in organizing work) and affective commitment of employees within the company.

Direct effect of job enrichment on work motivation with value 0,535 and t-statistic 4,312. From these results it can be seen that t-statistics are greater than 1,960 (t-tables), so it is concluded that H2 is accepted. This reflects that the existence of job enrichment practices in DJKN Regional Office Bali and Nusa Tenggara able to increase work motivation in every civil servant with the position of executor in Regional Office DJKN Bali and Nusa Tenggara. The results of this study support and in line with the results of previous research by Davoudi (2013) which states that Job Enrichment as one of the managerial efforts in motivating employees by giving them sufficient opportunities to organize, plan and use all the capabilities possessed.

Direct influence of employee empowerment towards organizational commitment with value 0,277 and t-statistic 2,357. From these results it can be seen that t-statistics greater than 1,960 (t table), so it is concluded that H3 accepted. This shows that the existence of empowerment (employee empowerment) in employees can increase organizational commitment of these employees in the organization. That is, if an employee is empowered by the organization then it will increase the organizational commitment of the employee. The results of this study support and are in line with previous research results by Hanaysha (2016) on employees of state universities in North Malaysia who stated that there is a significant positive influence between employee empowerment on organizational commitment. Insan et al. (2013) states that employee empowerment gives a significant effect on organizational commitment. Furthermore, Insan et al. (2013) states that employee empowerment variable can not necessarily influence (no direct effect) to job satisfaction, but there is indirect influence between employee empowerment on employee job satisfaction through organizational commitment.

LIMITATIONS AND FUTURE RESEARCH

Generally, there are three limitation has to be acknowledged. First, this study, in measuring organizational commitment, is not fully using all indicators in the performance assessment. The assessment of the performance of civil servants within the Ministry of Finance encompasses 2 aspects: 1) assessment of employee performance targets (SKP) measured by quantitative targets with 40% weight 2) behavioral assessments measured 360 degrees (by superiors, subordinates, and co-workers). Therefore, further research is expected to fully accommodate all indicators on the performance assessment of both SKP and behavioral assessment in measuring organizational commitment of civil servants in the Ministry of Finance. This is believed, because the indicators on the performance appraisal of the employee is able to fully illustrate the organizational commitment of civil servants in the Ministry of Finance in this case at Regional Office of the Directorate General of State Assets Management of Bali and Nusa Tenggara.

Second, this research only focus on employees in one organizational unit within the Ministry of Finance, so this study does not conduct comparative studies with employees in other organizational units that in fact differ from the compensation aspect. Therefore, further research is expected to conduct comparative studies between employees in one organizational unit with other organizational units in the Ministry of Finance.

Third, this research hasn't been able to provide integrated solution to increase organizational commitment of employees at Regional Office of the Directorate General of State Assets Management of Bali and Nusa Tenggara. This is caused by the limitations of time and research variables, where time in this research is quite short and variable in this research only use job enrichment, employee empowerment, work motivation and organizational commitment. Other variables outside the model are still possible to be one predictor variable to organizational commitment.

IMPLICATIONS

The implications of this research are (i) to support the theoretic concept as well as the previous study results, of which specify that job enrichment and employee empowerment positively and significantly influence work motivation and organizational commitment (ii) to become a matter of consideration for the policy makers in formulating policies for human resources field (iii) and that an organization can improve the effectiveness of job enrichment and employee empowerment practices while still considering employee workload, job risks, and the compensation received by employees.

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