

Effect of Empowerment and Characteristics to Employee Performance Through Organizational Commitment PT. Kharisma Berkah Intikarsa Indonesia

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Abstract: This study aims to determine the effect of employee empowerment and job characteristics on employee performance simultaneously, to know the effect of employee empowerment to employee performance partially, to know the influence of job characteristics to employee performance partially, to know the influence of organizational commitment to employee performance partially, knowing influence of empowerment employees to performance through organizational commitment and to know the effect of job characteristics on employee performance through organizational commitment variable. Research conducted on employees of PT. Kharisma Berkah Intikarsa. The sampling technique used a random sample involving 86 employees. Data analysis using path analysis.

The results showed that employee empowerment variables and job characteristics have an effect on employee performance simultaneously. Variable employee empowerment effect on employee performance partially. The variable of job characteristic has an effect on to partial employee performance. Organizational commitment variable influences partial employee performance. The effect of employee empowerment on employee performance through job characteristics is $0,591 \times 0,691 = 0,408$. The direct effect of job characteristics on employee performance is 0.429. While the influence of job characteristics on employee performance through organizational commitment is $0.429 \times 0.691 = 0.296$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

Keywords: Employee Empowerment, Job Characteristics, Organizational Commitment, Employee Performance

I. INTRODUCTION

Performance is shown by quantitative performance is the result obtained as measured by numbers such as the amount of work of employees in the unit every day, the amount of weight of goods that can be lifted by employees and so while the work can qualitatively be shown with quality like good or bad work generated by employees.

Factors that may affect employee performance are employee empowerment, job characteristics, and organizational citizenship behavior. Empowerment is the granting of responsibility and authority from the manager to the employee, which involves the sharing of information and knowledge to guide employees in acting in accordance with organizational goals (Baron and Rue, 1997).

According to Sudarman (2004) empowerment is the process of encouraging individuals within the organization to use initiative, authority and responsibility in completing the work, while Mulyadi and Setyawan (1999) argue that empowerment is the empowerment of employees to plan, control and make decisions about work responsibility without the explicit authorization from the manager on it. In addition, empowerment is a business that can significantly strengthen the confidence of authority to make decisions in the area of operations without having to obtain approval of others (Luthan, 1995).

Job characteristics are the variety of skills, task identity, task specificity, autonomy and feedback performed by workers/employees in performing their duties that may affect the level of job satisfaction (Hackman et al., 1978). The more complex a job, the more it will increase job satisfaction and lower the level of absenteeism (Robbins, 2004). With increased job satisfaction and decreased absenteeism will ultimately improve performance.

According to Panggabean (2004), job characteristics consist of task diversity, task identity, task significance, autonomy, and feedback. The greater the diversity of activities performed by a worker, the more unfamiliar the job becomes. Another factor that is predicted to affect performance is organizational

commitment. Organizational commitment is the attitude of employees who are interested in the goals, values and objectives of the organization shown by the acceptance of individuals on the value and goals of the organization and have the desire to affiliate with the organization and willingness to work hard for the organization so as to make individuals feel at home and still want to survive in the organization achieving organizational goals and sustainability.

Al-Ahmadi (2009) states that organizational commitment affects the performance of employees. The study was conducted on nurses working in hospitals in the Riyadh region of Saudi Arabia. The higher commitment is then the performance of employees is also greater. This is also conveyed by the results of research Lopopolo (2002) who conducted research on a number of employees at the hospital. In the research, Setyowati and Isrorina (2009) obtained the conclusion that the factors of employee empowerment affect the performance of employees. This research is done to employees in the secretariat area of Pekalongan Regency. In this study also obtained the result that the factors of job characteristics affect the performance of employees. This research is done to employees in the secretariat area of Pekalongan Regency. In the study Nugraha (2009) empowerment of human resources also affect the performance of employees. The research was conducted at Banjar Sub-district office.

II. LITERATURE REVIEW

Employee Performance

Understanding performance according to Siswanto (2002: 235) states that the performance is the work of quality and quantity achieved by a person in carrying out tasks and jobs given to him. Rivai (2005: 309) said that performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to achieve a goal in carrying out task and work given to him.

Measuring employee performance according to Dharma (2003: 355) taking into account the following matters:

1. Quantity, ie the amount to be completed or achieved.
2. Quality, namely the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is
3. Timeliness, ie whether or not the planned time.

Meanwhile, according to Mathis (2002: 78) which became an indicator in measuring the performance or achievement of employees are as follows:

1. The quantity of work, ie the volume of work produced under normal conditions.
2. Quality of work, which can be neatness accuracy and linkage results with not ignore the volume of work.
3. Utilization of time, ie the use of working periods adjusted to the discretion of the company or government agency.
4. Cooperation, namely the ability to handle relationships with others in the work.

Rivai (2005: 309) said that the performance is a real behavior that displayed every person as work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to achieve the goal in carrying out the task and work given to him.

Performance is the result of work in quality and quantity that can be achieved by an employee in performing tasks in accordance with the responsibilities given to him. The definition of performance according to Mangkunegara (2005: 9) is the comparison of results achieved with the role of labor per unit time (typically hourly). Gomes in Mangkunegara, (2005: 9) suggests the definition of performance as expressions such as output, efficiency, and effectiveness often associated with productivity.

Meanwhile, according to Mangkunegara (2005: 9), employee performance is the result of work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Therefore it can be concluded that the performance of human resources is the performance of work, or the work (output) both quality and quantity achieved HR per unit time period in carrying out its work duties in accordance with the responsibilities given to him. Performance appraisal is an effort made by the leadership to assess the work of his subordinates.

According to Megginson in Mangkunegara, (2005: 10), performance appraisal is a process used by the leadership to determine whether an employee doing his job in accordance with the duties and responsibilities. Next Sikula in Mangkunegara, (2005: 10) suggests that employee appraisal is a systematic evaluation of employee work and potential that can be developed.

Assessment in the process of interpretation or determination of the value, quality or status of some objects of a person or thing. According to Handoko (2004: 235), performance appraisal is the process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees about the implementation of their work.

Based on the opinion of some experts, it can be concluded that the performance appraisal is a systematic assessment conducted to determine the results of employee work and organizational performance. In addition, it is also to determine appropriate job training, provide better responses in the future and as a basis for determining policies in terms of promotion and determination of benefits. The purpose of performance appraisal is to improve or improve organizational performance of the organization's HR. Specifically, the purpose of performance evaluation as stated by Sunyoto in Mangkunegara, (2005: 10) are: 1) Improving mutual understanding between employees about performance requirements. 2) Recording and acknowledging the work of an employee, so that they are motivated to do better, or at least achieving the same as previous achievements, 3) Providing opportunities for employees to discuss their wants and aspirations and increasing awareness of careers or employment 4) Define or redefine future goals, so that employees are motivated to perform according to their potential, 5) Examine the implementation and development plans that match the training needs, especially the training plan, and then approve the plan if there are no matters that need to be changed.

The performance appraisal of employees has several targets as stated by Sunyoto in Mangkunegara, (2005: 11) namely:

1. Make a framework analysis from the past time on a continuous and periodic basis both employee performance and organizational performance.
2. Evaluate the training needs of employees through skills and knowledge audits so as to develop their abilities. On the basis of this training needs evaluation can organize the training program appropriately.
3. Determine the goals of future performance and provide individual and group responsibilities so that for the next period it is clear what employees should do, the quality and the raw materials to be achieved, the means and infrastructure needed to improve employee performance.
4. Determining the potential of employees who are eligible for promotion, and if based on the results of discussions between employees and leaders to develop a proposal on the system wise (merit system) and other promotional systems, such as rewards (ie reward system recommendation)

While Handoko (2004: 138-139), the assessment should provide an accurate picture of employee performance so that in order to achieve this goal the assessment system should have a work-related relationship, be practical, have standards and use various sizes that can be relied upon. Job-related means that the system assesses the critical behaviors that realize the company's success. While a system is called practical when understood or understood by the assessors and employees. In addition to being job-related and practical, performance evaluation requires standards of performance with which work performance is measured. To be effective, the standards should relate to the desired outcomes for each job.

Furthermore, the evaluation also requires performance measures. These measures, to be useful, should be easy to use, reliable and report critical behaviors that determine work performance.

According to Sastrohadiwiryo (2005: 232), performance appraisal is a subjective process involving human judgment. It is said that subjective performance appraisal, since most of the work is absolutely impossible to measure objectively, this is due to several reasons, including the reasons for the complexity of the measurement task, the changing circle, and the difficulty in formulating individual tasks and individual employees in detail. Thus, performance appraisals are highly likely to be erroneous and very easily influenced by non-actual sources. Not a few of these sources affect the assessment process so it should be taken into account and considered fairly. Performance appraisals are considered to meet the objectives if they have a good impact on the workforce newly assessed for performance.

According to Simamora (2004: 362-363), although it is impossible to identify any universal performance criteria applicable to all jobs, it is possible to specify some characteristics that the criteria must possess if they are to be expected to be useful for performance appraisal.

In general, performance refers to a formal and structured system that measures, assesses, and affects the nature of work, behavior, and outcome including absenteeism. An employee's performance is basically the result of an employee's work over a certain period of time compared to various possibilities, in the form of standard, target, target or predetermined criteria and agreed upon (Soeprihanto, 1998).

According to Jackson (1999) states that performance is to find out how productive an employee is and whether he can work effectively with the organization in the future so that employees, organizations, and society all benefit.

Meanwhile, according to Miner (2003) employee performance variable in this study is defined as the results achieved by a person (employee) according to the size applicable to the work in question (Miner, 2003). For performance appraisal used indicator:

1. Quality of work
2. Quantity of work
3. Time at work
4. Cooperation With Other

In general, the elements that need to be assessed in the performance appraisal process are loyalty, job performance, responsibility, obedience, honesty, cooperation, initiative, and leadership.

1. **Loyalty**
The loyalty in question is the determination and ability to obey, implement and practice something that is adhered to with full awareness and responsibility. Such determination and capability must be proven by the attitude and behavior of the relevant workforce in daily activities and in carrying out the tasks and work assigned to them. The loyalty of labor to the company is closely related to its devotion. Devotion in question is a contribution of mind and energy sincerely by prioritizing the public interest
2. **The work**
What is meant by the work is the performance achieved by a workforce in carrying out the tasks and work given to him. In general, the work of a worker, among others, is influenced by the skills, skills, experience, and seriousness of the workforce concerned.
3. **Responsibility**
Responsibility is the ability of a workforce to complete the tasks and jobs submitted to him with the best and timely and dare to bear the risk of decisions taken or actions that do.
4. **Obedience**
The intended obedience is the ability of a workforce to comply with all applicable provisions, statutory regulations and official regulations, to comply with official orders given by superiors authorized, and the ability to not violate the prohibitions established by the company or government, either in writing or not written.
5. **Honesty**
What is meant by honesty is the sincerity of a worker in performing his duties and work and the ability to not abuse the authority that has been granted to him.
6. **Cooperation**
Cooperation is the ability of a workforce to cooperate with others in completing a task and work that has been established, so as to achieve utility and maximum results.
7. **Initiatives**
Initiatives are the ability of a workforce to make decisions, steps or implement the necessary actions in carrying out basic tasks without waiting for orders and guidance from other management.
8. **Leadership**
What is meant by leadership is the ability of a workforce to convince others (another workforce) so that it can be deployed to the maximum to carry out the main task. Assessment of leadership elements for the workforce is actually reserved for workers who have positions in all hierarchies within the company.

Another opinion Sedarmayanti (2009: 180-181), suggests that performance is the result of a function of a particular job or activity over a period of time. According to this understanding, there are three aspects that need to be understood by employees and/or leaders of organization/work unit namely:

- a. The clarity of the task or job to which he or she is responsible.
- b. Clarity of expected results of a job or function
- c. The time required to complete the work for the expected results can be realized.

III. Employee Empowerment

Empowerment is the granting of responsibility and authority from the manager to the employee, which involves the sharing of information and knowledge to guide employees in acting in accordance with organizational goals (Baron and Rue, 1997).

According to Sudarman (2004) Empowerment is the process of encouraging individuals within the organization to use initiative, authority and responsibility in completing the work, while Mulyadi and Setyawan (1999) argue that Empowerment is empowering employees to plan, control and make decisions about the work he or she is responsible for without having to obtain explicit authorization from the managers on it. In addition, empowerment is a business that can significantly strengthen the confidence of authority to make decisions in the area of operations without having to obtain approval of others (Luthan, 1995).

From some of these definitions can be concluded that empowerment is the involvement of employees who really mean so that employees really able to carry out the work and involved in decision making and in problem-solving. Employee empowerment is done by exploring the potential within each employee so that empowerment of employees is not only a distribution of power that already exists and has been owned by the organization but also the development of power.

There are several internal and external factors that can hamper empowerment, such factors can appear before or during the process of empowerment. These factors can be identified as follows (Cudron in Sudarman, 2004):

1. Management can not provide an environment that can affect employee behavior. Employees only get views about work and are only involved in work activities.
2. Employees tend to reject empowerment programs when they do not know what to do later. This situation is because there is no clear information for the employees themselves.
3. Ignorance and inability of employees to do the job well. In this case, the skills and abilities of the employees become something important.
4. Many make the mistake of giving too big a challenge to employees who are too early at the time of empowerment so that employees feel failed and not moved to take the initiative again.

Some basic conditions that must be created by organizations that can support the empowerment of employees in the organization, namely (Luthan, 1995):

a. Participation

Employees are expected to have the will to improve relationships and day-to-day work processes. A training in empowerment will be very useful for employees so that they can participate more actively and have a broader view.

b. Reduction of the bureaucratic process needs to be done by the organization so that employees are not hampered in improving the initiative.

c. Innovation

Giving spirit and flexibility of employees to innovation for improvement in the organization. Giving is always to bring new ideas and ideas for improvement in the organization

d. Attention to information

When employees have an attention to information, they have a desire to learn and use in an effort to improve empowerment. Organizations need to make it easy to access information for all parties involved in the organization. Attention to information is the basis of the desire to know something.

e. Accountability

It is expected that employees are more involved in the organization and responsible for the outcome of its decision. Looking at the above understanding, it can be concluded that human resources are the most important part of the success of a company. So should the human resources be noticed by the company, for example through empowerment?

According to the Great Language Dictionary of Indonesia 1995 empowerment is etymologically derived from the word power which means the ability to do something or the ability to act. Getting a prefix is 'empowered' means powerful, capable, powerful, resourceful (way and so on) to overcome something. Gain prefix and suffix of pean so that become empowerment which can be interpreted as effort/process make to make able, make an act or do something. Empowerment in English is also called empowerment (Priansa & Suwatno, 2011: 182).

Meanwhile, according to the Quality Management Dictionary (Sugian, 2006: 78) states that "Empowerment is a condition where workers have the authority to make decisions and take action in their work areas without seeking prior approval".

A brief understanding of HR empowerment is expressed by Smith stating that empowering people means encouraging them to become more involved in decisions and activities that affect their work. (Wibowo, 2007: 136). Another definition is expressed by Luthans in his *Organizational Behavior* 10th Edition translated by Andika *et al* (2006: 492) suggests that:

Empowerment is "recognizing and exploring for the benefit of the organization, the power that exists in a person because of their useful knowledge and internal motivation within them." Empowerment is the authority to make decisions in a person's area of responsibility without seeking approval from others. Although empowerment equals delegation of authority, there are two characteristics that make it unique. First, employees are encouraged to use their own initiative as said at Cummins Engine. 'Just do it.' Second, empowerment not only gives authority but also resources so that they are able to make decisions and have the power to implement.

Cook and Macaulay (Wibowo, 2007: 136) also define empowerment that is: Changes that occur in the philosophy of management that can help create an environment in which each individual can use the ability and energy to achieve organizational goals. An employee has the authority and initiative to do something that is deemed necessary, far beyond his daily duties

From the above understanding it can be concluded that the empowerment of human resources is the process of encouraging human resources / employees able to develop become more involved, in decisions and have the initiative to do something that is deemed necessary without the approval of others, so that will build trust employees and management and ultimately the employee will be responsible for his work and contribute to making the organization work better.

IV. Organizational Commitment

According to Robbins and Judge (2008: 100) organizational commitment is a situation in which an employee sided with a particular organization and its goals and intentions to maintain membership in the organization. Thus, high employee involvement means siding with the particular job of an individual, while high organizational commitment means favoring the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual knows and tied to his organization. A highly committed individual will likely see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014: 165) that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is the individual psychological state associated with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong willingness to work for the organization and the degree to which it wants to remain an organization member.

Organizational Commitment Dimension

Robbins and Judge (2008: 101) state that there are three separate dimensions of organizational commitment:

1. Affective commitment is an emotional feeling for the organization and belief in its values. For example, a Petco employee may have an active commitment to his company because of his involvement with animals.
2. Sustained commitment is the economic value felt to persist in an organization when compared to leaving the organization. An employee may be committed to an employer because he is highly paid and that the resignation of the company will destroy his family.
3. Normative commitment is a duty to persist in the organization for moral and ethical reasons. For example, an employee who pioneered a new initiative might persist with an employer because he felt leaving someone in a difficult situation when he left.

Factors Affecting Organizational Comm

According to Dyne and Graham (2005) in Soekidjan (2009), the factors affecting commitment are as follows:

1. Personal Characteristics.
 - Certain personality traits that are, meticulous, extrovert, positive (optimistic), tend to be more committed. Similarly, more team-oriented individuals and assign group goals to their own goals and altruistic individuals (happy to help) will tend to be more committed.
 - Age and tenure, positively related to organizational commitment.
 - The level of education, the higher the expectations that may not be accommodated, so the commitment is lower.
 - Gender, women generally face greater challenges in achieving their careers, resulting in higher commitment.
 - Marital status, married is more tied to the organization.
 - Job engagement level of individual work involvement is positively related to organizational commitment.
2. Situational.
 - Value of Workplace. Shared values are a critical component of the relationship of mutual attachment. Quality, Innovation, Cooperation, Participation and Trust values will make it easier for members/employees to share and build relationships. If the employee believes that the value of his organization is the quality of the service product, the members/employees will engage in the behavior that contributes to making that happen.
 - Organizational justice. Organizational justice includes Justice relating to the fairness of resource allocation, justice in the decision-making process, and fairness in the perception of fairness for the maintenance of interpersonal relationships.
 - Characteristics of work. Covering meaningful work, autonomy and feedback can be an internal organizational work culture. Jerigan, Beggs expressed satisfaction over autonomy, status, and policy as an important predictor of commitment. The specific characteristics of the job can enhance a sense of responsibility, as well as a sense of attachment to the organization.
 - Organizational support. Organizational support has a positive relationship with organizational commitment. This relationship is defined as the extent to which members perceive that organizations (institutions, superiors, peers) give encouragement, respect, appreciate contributions and give appreciation to individuals in their work. This means that if the organization cares about the existence and personal welfare of its members/employees and also appreciates its contribution, then the members/employees will become committed.

3. Positional.

- Years of service. The longer working period will increasingly make the members/employees commit, this is due to the more giving opportunities for members/employees to accept challenging tasks, greater autonomy, and higher promotional opportunities. Also, the personal investment opportunities of mind, energy and time are getting bigger, social relationships are more meaningful, and access to new job information is decreasing.
- Level of work. Various studies mention the socioeconomic status as a predictor of the strongest commitment. High status tends to enhance the organizational culture as well as being actively involved.

The concept of organizational commitment has been defined and measured in different ways. According to Cherington (1996) in Khikmah (2005) organizational commitment as a personal value, which sometimes refers to a loyal attitude to the company. Robbins (2004) suggests organizational commitment is one attitude that reflects feelings of likes or dislikes of the organization where work.

Organizational commitment is the attitude of employees who are interested in the goals, values and objectives of the organization shown by the acceptance of individuals on the value and goals of the organization and have the desire to affiliate with the organization and willingness to work hard for the organization so as to make individuals feel at home and still want to survive in the organization achieving organizational goals and sustainability. Organizational commitment is revealed by the scale of organizational commitment. The aspect of commitment is expressed through Schultz and Schultz's (1993, 290) aspects: (1) acceptance of organizational values and goals (2) willingness to strive for the organization and (3) having a desire to affiliate with the organization.

V. RESEARCH METHODS

Research Design

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:

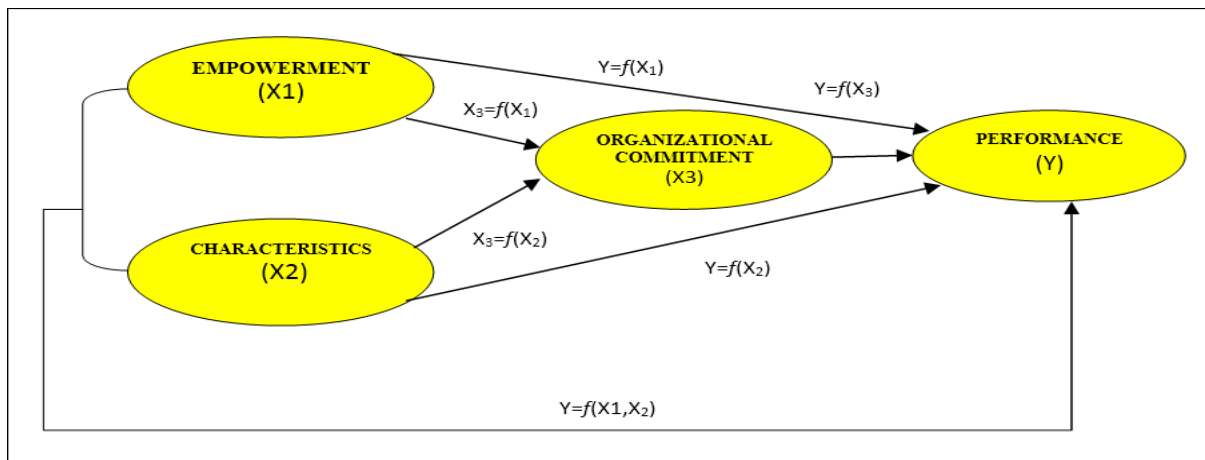


Figure 1. Research Design

Population and Sample Research

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2008). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 1990).

The population used in this study is the number of employees of the company that is as many as 151 people. The number of samples taken with Slovin formula is $n = 110 / (1 + 151 \times 0,052) = 86$ people. This sampling uses a simple random method.

Data Collection Technique

To obtain a concrete and objective data must be held research on the problems studied, while the steps that researchers took in the collection of data are:

a. Primary data

Primary data is data obtained directly from the object of research, In this case, the primary data obtained from field research that is data collection method can premise direct research on the object of research in question

b. Secondary data

Secondary data is data obtained indirectly from research object. In this case, the secondary data obtained from the library research data collecting method that is done by studying and understanding the literature of the book the work of authors who can answer the basic theory.

Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono (2007: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

VI. Data Processing Technique

Test Data Validity

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. An instrument is said to be valid if the instrument measures what should be measured (Sugiyono, 2008). Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with a total score which is the number of each scored item. The coefficient of correlation used is product moment correlation coefficient.

Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficient (α) from Cronbach. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable.

Hypothesis testing

To observe each model significance, it is done through t-test estimators and F arithmetic. Predictive models are used to answer the problems and prove the proposed hypothesis.

For the test F Alternative hypothesis (H_a) is accepted if $F_{count} > F_{table}$ or by looking at the value of $PSig < 0.05$ then the independent variables (Placement, Characteristics, and Commitment) included in the model have a simultaneous or simultaneous influence on the dependent variable Performance of employees). And for the t-test, alternative Hypothesis (H_a) is accepted if $t_{count} > t_{table}$ and if t is negative signified then $-t_{count} < -t_{table}$ or by looking at $PSig$ value less than 0.05 then each independent variable included in a model has influence partial to the dependent variable.

VII. RESEARCH RESULT AND DISCUSSION

Validity Test

Validity test is used to test each research variable, where the overall research variable contains 37 questions answered by 86 respondents. Based on the analysis that has been done, the test results validity can be shown in the table below

Table 1. Validity Test Results

| No. | Statement | Cronbach's alpha | Critical Values | Description |
|----------------------------------|------------|------------------|-----------------|-------------|
| Empowerment | | | | |
| 1 | Question 1 | 0,777 | 0,300 | Valid |
| 2 | Question 2 | 0,644 | 0,300 | Valid |
| 3 | Question 3 | 0,649 | 0,300 | Valid |
| 4 | Question 4 | 0,629 | 0,300 | Valid |
| 5 | Question 5 | 0,633 | 0,300 | Valid |
| 6 | Question 6 | 0,637 | 0,300 | Valid |
| 7 | Question 7 | 0,653 | 0,300 | Valid |
| 8 | Question 8 | 0,659 | 0,300 | Valid |
| Characteristics | | | | |
| 1 | Question 1 | 0,835 | 0,300 | Valid |
| 2 | Question 2 | 0,788 | 0,300 | Valid |
| 3 | Question 3 | 0,829 | 0,300 | Valid |
| 4 | Question 4 | 0,746 | 0,300 | Valid |
| 5 | Question 5 | 0,746 | 0,300 | Valid |
| 6 | Question 6 | 0,818 | 0,300 | Valid |
| 7 | Question 7 | 0,765 | 0,300 | Valid |
| Organizational Commitment | | | | |

| No. | Statement | Cronbach's alpha | Critical Values | Description |
|--------------------|-------------|------------------|-----------------|-------------|
| 1 | Question 1 | 0,677 | 0,300 | Valid |
| 2 | Question 2 | 0,670 | 0,300 | Valid |
| 3 | Question 3 | 0,668 | 0,300 | Valid |
| 4 | Question 4 | 0,680 | 0,300 | Valid |
| 5 | Question 5 | 0,706 | 0,300 | Valid |
| 6 | Question 6 | 0,704 | 0,300 | Valid |
| 7 | Question 7 | 0,686 | 0,300 | Valid |
| 8 | Question 8 | 0,743 | 0,300 | Valid |
| 9 | Question 9 | 0,706 | 0,300 | Valid |
| 10 | Question 10 | 0,690 | 0,300 | Valid |
| Performance | | | | |
| 1 | Question 1 | 0,768 | 0,300 | Valid |
| 2 | Question 2 | 0,727 | 0,300 | Valid |
| 3 | Question 3 | 0,722 | 0,300 | Valid |
| 4 | Question 4 | 0,762 | 0,300 | Valid |
| 5 | Question 5 | 0,717 | 0,300 | Valid |
| 6 | Question 6 | 0,746 | 0,300 | Valid |
| 7 | Question 7 | 0,697 | 0,300 | Valid |
| 8 | Question 8 | 0,697 | 0,300 | Valid |
| 9 | Question 9 | 0,708 | 0,300 | Valid |
| 10 | Question 10 | 0,696 | 0,300 | Valid |
| 11 | Question 11 | 0,718 | 0,300 | Valid |
| 12 | Question 12 | 0,719 | 0,300 | Valid |

Source: Primary Data Processed Year 2017

Based on Table 1 it is known that the value of Cronbach alpha is greater than the critical value of 0.3. This means that all items of the proposed statement are valid.

Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. Based on the analysis that has been done, the results of reliability testing can be shown in the table below

Table 2. Results of Reliability

| Variable | Cronbach's Alpha | Critical Values | Description |
|--------------------------------|------------------|-----------------|-------------|
| Empowerment (X1) | 0,693 | 0,600 | Reliable |
| Characteristics (X2) | 0,817 | 0,600 | Reliable |
| Organizational Commitment (X3) | 0,716 | 0,600 | Reliable |
| Performance (Y) | 0,742 | 0,600 | Reliable |

Source: Primary Data Processed Year 2017

Based on Table 2, Cronbach alpha reliability value above can be seen that all existing questions form a reliable measure of the variables empowerment, characteristics, commitment, and performance is reliable.

Hypothesis Testing

Table 3. Test of Variable Causality of Research and Hypothesis Testing

| Variables Independent | Constants | Independent Variables | | | | | | F-Count | | Value t | R ² |
|-----------------------|-----------|-----------------------|------|-------|------|------|------|---------|------|---------|----------------|
| | | X1 | Prob | X2 | Prob | X3 | Prob | Value | Prob | | |
| Empowerment | 13,885 | ,387 | ,000 | | | | | | | 3,846 | ,150 |
| Characteristics | 23,436 | | | ,769 | ,000 | | | | | 11,026 | ,591 |
| Commitment | 11,429 | | | | | ,691 | ,000 | | | 8,762 | ,478 |
| | | ,408 | ,000 | 0,429 | ,000 | ,296 | ,000 | 87,214 | ,000 | | ,678 |

Description: Dependent Variable: Performance

* p-value (probability value) <0.05

Source: Primary Data Processed Year 2017

Effect of Empowerment, Characteristics And Commitment To Performance Simultaneously

Based on Table 3 it is known that the value of F arithmetic is 87.214 and the significance of 0.000. This value is smaller than 0, 05. This means that empowerment, character and commitment variables affect performance simultaneously. From Table 3 it is also known that r squares of 0.678 means the empowerment, character, and commitment variables affect the performance of 67.8% while the rest is influenced by other variables that are not included into the equation model.

Influence of Empowerment, Characteristics, Commitment to Performance Partially

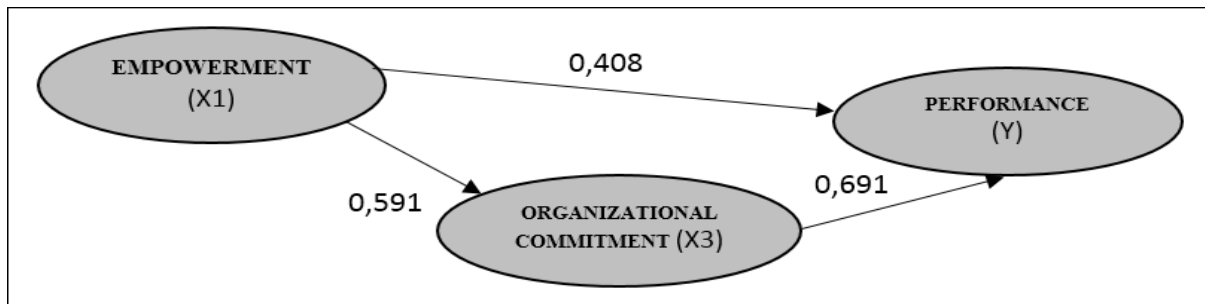
Based on Table 3 it is known that the empowerment coefficient (X1) is 0.387. The value of t is 3.846. Value significance of 0.00. This value of significance is smaller than 0, 05. This means that empowerment variables affect the performance partially. In the table can also be known the value of r squared X1 (Empowerment) of 0.150. This means that the effect of empowerment variable on employee performance is 18,4% and the rest is influenced by other variables not included in equation model.

For X2 (Characteristic) coefficient value of 0.769. The value of t is 11,026. The value of significance is 0.000. This value of significance is smaller than 0.05. This means that the variable characteristics affect the performance partially. In the table can also be known r square value X2 (Characteristics) of 0,591. This means the effect of a characteristic variable on performance is 59,1% and the rest is influenced by other variables not included in equation model.

For X3 (Commitment) coefficient value of 0.691. The value of t is 8.762. The value of significance is 0.000. This value of significance is smaller than 0.05. This means that the commitment variable affects performance partially. Based on the above table it can be seen r square value of 0.478. This means that the influence of commitment variables against performance is 47.8% and the rest is influenced by other variables not included in the equation model.

Analysis of Effect of Empowerment on Employee Performance through Committed Variables

Based on partial path analysis it can be described as follows. The analysis is an analysis of the path with the sub-structure picture as follows.



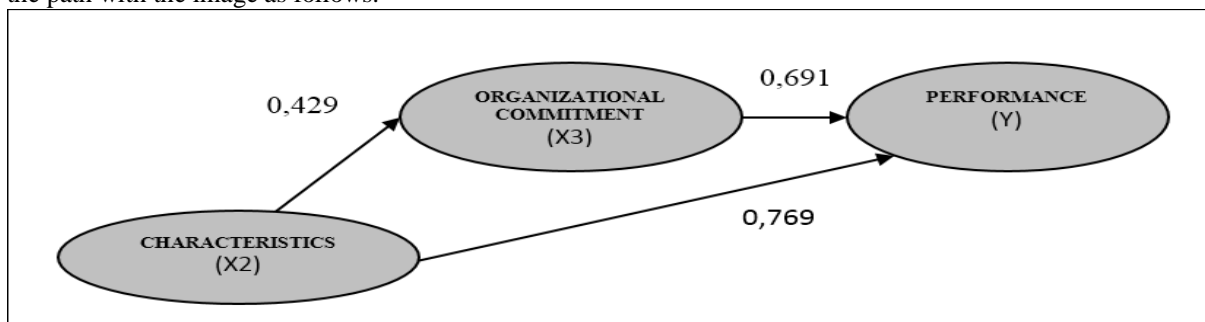
Source: Primary Data Processed Year 2017

Figure 2. Path analysis of the X1 effect on Y through X3

Based on Figure 2 it can be seen that the effect of empowerment on performance is 0.591. The effect of empowerment on performance through commitment is $0.591 \times 0.691 = 0.408$. In this case, the direct influence is greater than the indirect effect so it can be said that the commitment variable is not an intervening variable.

Analysis of the Effect of Employee Characteristics on Employee Performance through Committed Variables

Based on the partial path analysis above it can be described as follows. The analysis is an analysis of the path with the image as follows.



Source: Primary Data Processed Year 2017

Figure 3. Path analysis of the X2 effect on Y through X3

Based on Figure 3 it can be seen that the direct effect of the characteristics of performance is 0.478. While the influence of characteristics on performance through commitment is $0.429 \times 0.691 = 0.296$. In this case, the greater direct influence compared indirect influence so that it can be said that the commitment variable is not an intervening variable.

VIII. CONCLUSIONS AND SUGGESTIONS

Conclusion

Employee Empowerment variables and Job Characteristics affect employee performance simultaneously. F value counts 87.214 and significance of 0.00. This value is less than 0.05. The r squared value of 67.8% means Employee Empowerment variables and Job Characteristics affect employee performance of 67.8% while the rest is influenced by other variables that are not included in the equation model.

Employee Empowerment variable has an effect on partial employee performance. The value of t is 3.846. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.150. This means the influence of employee Empowerment variables on employee performance of 15.0% and the rest is influenced by other variables that are not included in the equation model.

Variable Job characteristics have an effect on employee performance partially. The value of t is 11,026. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0,591. This means that the effect of job characteristics on employee performance is 59.1% and the rest is influenced by other variables that are not included in the equation model.

Organizational commitment variable influences partial employee performance. The value of t is 8.762. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.478. This means that the effect of job characteristics variable on employee performance is 47,8% and the rest is influenced by other variables not included in equation model.

Influence Employee empowerment to employee performance is 0,521. Influence Employee empowerment to employee performance through job characteristic is $0,591 \times 0,691 = 0,408$. In this case, the indirect effect is greater than direct influence so it can be said that the organizational commitment variable is not an intervening variable.

The direct effect of job characteristics on employee performance is 0.429. While the influence of job characteristics on employee performance through organizational commitment is $0.429 \times 0.691 = 0.296$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

Suggestion

Employee empowerment needs to be upgraded with efforts such as the use of well-qualified employees in the right positions, engaging employees in various training that enhance employee skills and foster employee care for the company.

Companies also need to improve employees' understanding of job characteristics that employees handle. The employee must understand the character of the job being handled so that it can get the job done properly.

Organizations need to increase organizational commitment. The organizational commitment that can be an effective commitment, ongoing commitment, and normative commitment need to be developed. Behavior is proud of the organization, has a desire to stay in the organization and ready to defend the organization needs to be improved.

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