

An Analysis of Employee Empowerment and Organizational Culture on Employee Organizational Commitment in Regional 1 PT Pelindo (Persero)

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ABSTRACT

The purpose of this research is to knowing the effect of employee empowerment and organization culture on commitment organization employee of PT. Pelindo (Persero) Medan with motivation as intervening variable. In this research consist of two dependent variables and two independent variables. These variables are commitment organization (Y2), Motivation (Y1), Employee Empowerment (X1) and Organization Culture (X1). The research used 124 respondents as samples whom taken from 11 department of PT. Pelindo (Persero) Medan. The research used descriptive method which gave questionnaire to respondents. From analyze data used path analyze with SPSS (Service for Product and Statistic Solution). The result of the research show that partially employee empowerment (X1) with value t hitung 3,510, organization culture (X2) with value t hitung 7,783 positively and significantly took effect to commitment organization (Y1). Partially also concluded that motivation (Y1) with value t hitung 2,814 took effect positively and significantly to commitment organization (Y2).

Keywords : *Employee Empowerment; Organizational Culture, Organizational Commitment*

INTRODUCTION

Global developments that give rise to discourses about globalization in various aspects of life have long been developing. Globalization that occurs in various fields including business provides many challenges that need to be considered and answered by companies. Many significant changes have occurred such as increasingly sophisticated technology, increasingly fierce competition, increasingly critical customers and other factors that have caused the company to revise the strategy that has been implemented previously.

Human resource factors determine the direction of success of a company. Human resources are the main resources in carrying out company activities. With the increasingly complex and dynamic world of work today, human resources are needed who are truly able to adjust and complete tasks related to their work. Support from company management to motivate and convince its employees is very much needed. For this reason, companies that demand alertness and readiness of their employees in facing challenges in connection with changes that are increasingly occurring must think about important aspects that are able to encourage and improve the performance of their employees.

Every organization has goals to be achieved. This goal can only be achieved through employee commitment. As Sutrisno (2012: 10) said, namely that having goals without commitment is futile, empowered employees provide this commitment mentally, emotionally and physically. This is because they take part in the decision-making process and also hold responsibility for their actions.

Factors that contribute to organizational commitment can also be sourced from the empowerment carried out by the company for its employees. According to Wibowo (2012: 415),

empowerment is a process to make people more empowered or more capable to solve their own problems, by giving trust and authority so as to foster a sense of responsibility. Empowerment will provide increased job satisfaction for employees; closer cooperation with others; work with clearer goals; and get achievements when goals are achieved.

All organizations have a culture, but not all organizational cultures are equally strong in influencing the behavior and actions of employees. Robbins (2012: 64) states that a strong culture, namely a culture that instills core values firmly and is widely accepted among employees, has a greater influence on employee behavior than a weak culture. The higher the level of acceptance of employees to the core values of the organization and the greater their commitment to these values, the stronger the organizational culture. If an organization has a strong culture, employees will provide greater loyalty and commitment than employees in an organization with a weak culture.

Regional 1 PT. Pelindo (Persero) is a business engaged in port services located in the city of Medan Belawan. In order to improve the performance of its employees in order to continue to provide the best for the company, Regional 1 PT. Pelindo (Persero) strives to meet the needs to support the productivity of its employees, including paying great attention to aspects of organizational commitment. The ongoing empowerment process has not fully provided increased authority to employees. All matters regarding decision making are at the discretion of a manager and employees must still refer to the instructions given by someone more senior in carrying out their work. Employees only carry out work in accordance with the duties and responsibilities that have been described in the existing job description, where the lower the level of a person's position, the less authority he has to take action in his work.

There are some employees who have a low organizational culture. For example, there are still some employees who are late for work and lack of employee attendance. So that employees are less committed to work and the organization. Based on the background of the problem, the authors are interested in conducting research with the title: "Analysis of Employee Empowerment and Organizational Culture on Employee Organizational Commitment at Regional 1 PT. Pelindo (Persero)".

LITERATURE REVIEW

Employee Empowerment

According to Daft (2015: 399), empowerment is the sharing of power, the delegation of power or authority to subordinates in an organization. Increasing employee power can increase motivation to achieve goals because employees can improve their effectiveness, choose how they will do a task and use their creativity. Wibowo (2012: 415), states that empowerment is a process to make people more empowered or more capable to solve their own problems, by giving trust and authority so as to foster a sense of responsibility. Empowerment is a continuum between the state of workers who do not have the power to consider how to do the job,

Based on the definition above, it can be concluded that empowerment is an increase in a number of authorities so that workers or employees can make decisions more freely and create a sense of responsibility towards their work. With empowerment, there has been a shift of power to a team of workers who are allowed to make their own decisions. Empowerment allows individuals to make bigger and more informed decisions without having to refer to someone more

senior. Empowering employees can be done by providing four elements that can make them act more freely to make achievements in their work.

Organizational Culture

Organizational culture is synonymous with the study of individuals and groups in an organization. The interaction of people in an organization describes the culture of the organization. A strong organizational culture supports the company's goals, whereas a weak or negative culture hinders or contradicts the company's goals. Robbins (2012: 520) asserts "Organizational culture is a system of shared meaning held by members that distinguishes one organization from another". Sutrisno (2012:2), defines organizational culture as a set of system values (values), beliefs (beliefs), assumptions (assumptions), or norms that have long been in effect, agreed upon and followed by members of a company. organization as a guide to behavior and solving organizational problems.

Meanwhile, according to Hasibuan (2010: 56) organizational culture is a system of meanings, values and beliefs that are shared in an organization that becomes a reference for action and distinguishes one organization from another. Organizational culture is the identity or main character of the organization that is maintained and maintained.

Understanding Organizational Commitment

In organizations, commitment is often associated with job satisfaction. Sutrisno (2012: 295) assumes that the higher the employee's job satisfaction, the higher the work commitment. Many organizations in their development experience various kinds of problems due to the emergence of small groups that make the organization chaotic. Differences in roles, expectations, interests, perceptions and so on become a source of conflict that can threaten the life of the group and cause problems such as employee strikes, high absenteeism and uncontrolled turnover rates. All of these are symptoms that arise and are caused by employee dissatisfaction with the organization. This is due to the low work commitment of its employees.

Commitment means a lasting desire to maintain a valuable relationship (Sutrisno, 2012: 292). Sutrisno (2012: 296) explains that employee commitment is important for the organization, especially to maintain continuity and achieve goals. However, to obtain a high commitment, adequate conditions are needed to achieve it. So it can be concluded that organizational commitment is the loyalty of employees or workers to the company or organization and is also a process of expressing their concern and participation in the organization.

METHODS

The research used in this research is associative research. According to Ghazali (2010: 96) the associative approach is to measure relationships between research variables or useful for analyzing how a variable affect other variables. According to Sugiyono (2010:68) the sample is part of the number and characteristics possessed by the population. The sample used in this study is a saturated sample. Saturated sampling is a sampling technique when all members of the population are used as samples if the population is relatively small or less than 100 people (Juliandi, 2013: 119). So the sample used in this study amounted to 44 employees.

This data collection method was carried out by studying and understanding the related

variables in this study as follows:

1. Questionnaire
This data collection method was carried out by distributing a list of questions to respondents who were employees of Regional 1 PT Pelindo (Persero).
2. Interview
This data collection method was carried out by directly interviewing the parties concerned, namely with employees of Regional 1 PT. Pelindo (Persero)

RESULTS AND DISCUSSION

Results

The Effect of Employee Empowerment on Organizational Commitment

The results of the regression coefficients show a value of 0.436 and a significant value of $0.000 < 0.05$, this indicates that employee empowerment has a positive and significant effect on organizational commitment at Regional 1 PT Pelabuhan Indonesia (Persero). The results of this study are in accordance with Dewi (2015), which shows that employee empowerment has a positive and significant effect on organizational commitment. Empowerment is a process to make people more empowered or more capable to solve their own problems, by giving trust and authority so as to foster a sense of responsibility. Empowerment will provide increased job satisfaction for employees; closer cooperation with others; work with clearer goals; and get achievements when goals are achieved. Empowerment allows individuals to make bigger and more informed decisions without having to refer to someone more senior. With empowerment, it will increase the confidence of employees in doing something, which previously never believed it was possible to do something.

The Influence of Organizational Culture on Organizational Commitment

The results of the regression coefficients show a value of 0.389 and a significant value of $0.000 < 0.05$, this indicates that organizational culture has a positive and significant effect on organizational commitment at Regional 1 PT Pelabuhan Indonesia (Persero). The results of this study are in accordance with Dewi (2015), which shows that organizational culture has a positive and significant effect on organizational commitment. All organizations have a culture, but not all organizational cultures are equally strong in influencing the behavior and actions of employees. Robbins (2012: 64) states that a strong culture, which is a culture that instills core values firmly and is widely accepted among employees, has a greater influence on employee behavior than a weak culture.

CONCLUSION

Based on the results of the study, it can be concluded as follows:

1. *Employee empowerment* partially positive and significant effect on employee organizational commitment at Regional 1 PT. Pelindo (Persero), where $t_{count} 5.715 > t_{table} 1.682$ and significant $0.000 < 0.05$.
2. Organizational culture partially has a positive and significant effect on employee organizational commitment at Regional 1 PT. Pelindo (Persero), where $t_{count} 3.831 > t_{table} 1.682$ and significant $0.000 < 0.05$.

3. *Employee empowerment* and organizational culture simultaneously have a positive and significant effect on employee organizational commitment at Regional 1 PT. Pelindo (Persero) , where $F_{count} > F_{table}$ of 3.23 and significant $0.000 < 0.05$.

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