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THE INFLUENCE OF JOB SATISFACTION AND EMPOWERMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE

(Study on Semarang Noodle and Ice Palace)

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ABSTRACT DOI No: 10.36713/epra20408 Article DOI: https://doi.org/10.36713/epra20408

This research aims analyze influence satisfaction work and empowerment to performance employee through commitment organization as variable mediation at the Semarang Noodle and Ice Palace. Research use approach quantitative with method survey and engineering taking sample saturated , involving all over Semarang Noodle and Ice Palace employees totaling 50 people. Data collection was carried out through questionnaire that was measured use Likert scale . Data analysis using analysis path (Path Analysis).

Research result show that : (1) satisfaction Work influential positive and significant to commitment organization , (2) empowerment influential positive and significant to commitment organization , (3) commitment organization influential positive and significant to performance employees , (4) satisfaction Work influential positive and significant to performance employees , and (5) empowerment influential positive and significant to performance employees . This research provides contribution theoretical in understand connection intervariable as well as implications practical for management of Semarang Noodle and Ice Palace in increase performance employee .

KEYWORDS: ***Satisfaction Work , Empowerment , Commitment Organization , Employee Performance .***

INTRODUCTION

Every organization own a number of element important one of them is source Power man or power mover the way organization going to achievement the goals that have been agreed moreover formerly . The intended organization in This research is agency which is receptacle for the sources Power man or power work , either as leader and also subordinates . See existence power Work or employee the so management organization must capable manage organization in a way effective and efficient as well as capable support achievement objective organization and things the covers improvement performance (Hasibuan , 2020).

Employee performance is results Work in a way quality and quantity achieved by a person employee in carry out his job in accordance with responsibility given to him . Employee need strong motivation to be willing carry out work in a way passionate , enthusiastic and dedicated . In Motivate employees , leaders beside must pay attention and consider in a way qualitative ability and potential psychic employees to be able to donated as much as possible for success agencies , also need pay attention and consider there is something to be employee needs .

Commitment organization is degrees Where employee believe and accept goals organization and will stay or not leave organization . Commitment employee can made one of guarantee to maintain success a organization . Easy example for example , low commitment from employee will be very influential to performance employee said . Commitment is agreement between the individuals in it , so it's more nature binds and leads to the whole . With commitment together done employee will impact positive on performance managerial said . Commitment employee

can made one of guarantee to maintain success a organization . Low commitment from employee will be very influential to performance employee said . Commitment is agreement between the individuals in it , so it's more nature binds and leads to the whole . With commitment together done employee will impact positive on performance employee those . Some factor affecting commitment organizational and performance employee is satisfaction work and empowerment .

Satisfaction work basically is something that is individual to each individual own level different satisfactions in accordance with system values that apply to him . Getting higher evaluation to activity felt in accordance with desire individual , then more and more tall his satisfaction to activity said . Assessment individual to position now and and feel dissatisfied can trigger somebody look for other jobs . Reasons to look for work alternative among them is satisfaction on salary / benefits received . Individual feel there is a sense of justice to salary / allowance received related with work done . Satisfaction Work can interpreted that somebody will satisfied with his job when perception to work and what you get adjust with what is expected .

Other factors that influence performance employee is empowerment Work . According to Judge in Fadzilah (2016) said that empowerment besides influential to improvement performance , can also cause employee own desire to end a task or leave organization . Individuals who feel satisfied with his job tend to persist in organization , while individuals who feel less satisfied with his job will choose go out from organization .

This research takes The objects in the Noodle and Ice Palace are company with business the main thing in food and beverage sector or business food and drink . A phenomenon that has writer observed at the Noodle and Ice Palace in Semarang city, among other things, the work targets that were set were not achieved party management that can completed by employees , such as listed in the table following This :

Target Data and Revenue Realization On Noodle and Ice Palace Semarang city Year 20 20 - 2023

Year	Target (in Rp.)	Realization (in Rp.)	Percentage	Information
2020	61.254.229.218	48,820,530,230	79.70%	Not achieved
2021	63,843,380,836	51,933,720,450	81.35%	Not achieved
2022	67,926,584,529	56,726,342,330	83.51%	Not achieved
2023	68,694,405,000	58,472,203,000	85.12%	Not achieved

Source: Noodle and Ice Palace Semarang city , 2023

From the table above, it shows that there were problems that occurred in the period 2020-2023, it was found that the realization of income decreased and was unable to achieve the target desired by management. This is certainly become problem that must be solved management company so that the company's finances experience good improvement . This condition provides indication that the Noodle and Ice Palace of Semarang city needs study towards sourcing strategy Power human being in need improved especially performance source Power human beings . This shows that performance employees who are not performing optimally at the Noodle and Ice Palace in Semarang city are still low which could be caused by Because satisfaction less than optimal work and empowerment in the company .

LITERATURE REVIEW AND THEORETICAL FRAMEWORK OF THINKING

Employee Performance

Employee performance is results work accomplished by a person employee in carry out the tasks and responsibilities given to him in a period time certain . This performance is measured based on standard or indicators that have been set by the company , such as quantity , quality , accuracy time , and efficiency and effectiveness work .

According to Dessler (2020) in book *Human Resource Management* , performance employee is ability employees to complete their tasks and responsibilities in accordance with standards that have been determined company . He emphasize that performance employee covers target fulfillment , quality work , efficiency , and discipline consistent work .

Mangkuprawira , et al (2017), performance employee is results or level success somebody in a way overall during period certain in carry out tasks compared with various possibility , such as standard results work , target or target or criteria that have been determined moreover before and has been agreed together .

Employee performance covers aspects like ability individual , level motivation , and environment work , all of which contribute to productivity and achievement objective organization . Assessment performance employee often done by the manager or superiors to know how good are the employees operate his work , and generally used for the base in taking decision related promotion , training , and evaluation need development employee .

Organizational Commitment

Organizations use compensation to motivate their employees. Individuals are motivated to work when they feel that rewards are distributed fairly. Planning

and implementing a compensation system must ensure that there is external justice, internal justice, and individual justice through planning and implementing an effective salary structure and appropriate salary levels (Sunyoto, 2018).

Manager Human Resources (HR) must ensure that there is fairness compensation in organization to retain employees (Sunyoto , 2018). According to Werther and Davis in Wibowo (2017), providing fair reward to employee better than with look for new employees with consequence must practice return the new employee , so that will add cost training .

System This award is designed for the purpose or interest second split parties , namely employees and companies . For employees , the system award designed to improve motivation work , enthusiasm , and satisfaction employees . As for the types award namely , Financial /material, Social , and Psychological .

Satisfaction Work

Satisfaction work basically is something that is individual to each individual own level different satisfactions in accordance with system values that apply to him . Getting higher evaluation to activity felt in accordance with desire individual , then more and more tall his satisfaction to activity said . Satisfaction Work influence level discipline employee , meaning If satisfaction obtained from work , then discipline good employee . On the contrary If satisfaction work underachieved at work , then discipline employee low .

Siagian (2018) is of the opinion that satisfaction Work is a method view a person , whether of a good nature positive and also nature negative about his job . Many factors need to be get attention in analyze satisfaction Work someone . If in his job somebody have autonomy or act , there is variation , giving donation important in success organization and employees to obtain bait back about the results the work he does , the person concerned will feel satisfied .

Form an appropriate induction program as well as result in acceptance somebody as member group work . Situation environment culminating in a level satisfaction higher work , more understanding right on satisfaction Work can come true if analysis of satisfaction Work associated with performance work , and big small organization .

Empowerment

In general general defined as a process of improvement ability , confidence self , and autonomy individual or group to take decision and control life they itself . In the context of management and organization , empowerment refers to a strategy that provides employee authority , source power , and responsibility to take initiative and create decisions that impact jobs and organizations .

Conger and Kanungo (1988) in Yukl (2010) define empowerment as draft motivational from self-efficacy. Empowerment according to they is a process to improve feelings of self-efficacy among members organization through identification that drives helplessness and exclusion things the through practice formal organization and informal techniques with provide information . According to Appelbaum & Hare (2004) self-efficacy is the result of the process of weighing , integrating and evaluating information about capabilities self myself will influence choices and efforts made to resolve them a jobs . More carry on put forward that source from belief in self-efficacy There are 4 (four) , namely : experience , modeling/ example from other people, influence environment and conditions psychological . Someone who has high self-efficacy will easy to empower . The same thing Coleman (2006) stated that empowered employees will work for yourself Alone without feel ordered by superiors and responsible for results and career . This means motivation originate from self themselves and are based on self-efficacy needs .

RELATIONSHIP BETWEEN VARIABLES

Influence Satisfaction Work to Commitment Organization

Satisfaction is basically something that is individual, each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity is felt to be in accordance with the individual's desires, the higher the satisfaction with the activity. Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, then the employee's commitment to the company will be better. Conversely, if job satisfaction is not achieved in their work , then the employee's commitment to the company will be better.

Research conducted by Titik Rosita (2016); Fitriah , and I Gede Adnyana Sudibya (2010); Catur Martian Fajar and A. Rohendi (2016); Ana Suwenti , Supri Wahyudi Utomo and Anggita Langgeng Wijaya (2017); Firmananda Hutama Akbar, Djamhur Hamid and Mochammad Djudi (2016) concluded that the influence of job satisfaction has a positive and significant effect on organizational commitment. From the statement above , the first hypothesis This research is:

H_1 : Satisfaction influential positive and significant to satisfaction Work Influence Empowerment to Commitment Organization

Empowerment is something multifaceted the essence of which cannot be covered in One draft single . In other words empowerment contain understanding the need freedom to individuals to act and at the same time responsible for his actions in accordance with the tasks

he carries out . Draft This empowerment also means that somebody will able to behave in a way independent and full responsibility . In theory , the better the empowerment employee so will the more increase commitment employees at the company .

Study what Fitriah did , and I Gede Adnyana Sudibya (2010) ; Heriyawan (2014) concluded that influence empowerment influential positive and significant to commitment Organization . From the statement above , the second hypothesis This research is:

H_2: Empowerment influential positive and significant to satisfaction Work Influence Satisfaction Work on Employee Performance

According to Luthan (2011) , satisfaction Work is results perception employees about how work they can give something that is considered important . According to Suwatno (2011) job satisfaction is a pleasant psychological condition or employee feeling that is very subjective and very dependent on the individual concerned and his/her work environment, and job satisfaction is a *multifaceted concept.* (multidimensional), it can use attitudes as a whole or refer to a part of a person's job. Meanwhile, according to Keither and Kinicki (2005) job satisfaction is an effectiveness or emotional response to various aspects of work. This definition means that a person's job satisfaction can be relatively satisfied with one aspect of their job and/or dissatisfied with one or more other aspects. In theory, the higher the employee's job satisfaction, the more it will improve employee performance . Conversely, the lower the employee's job satisfaction , the more it will decrease employee performance .

This research is in line with Rosita Point (2016) with results study conclude that there is influence significant and positive satisfaction Work to performance employees . With thus hypothesis third This research is :

H3: Satisfaction Work influential positive and significant on Employee Performance Influence Empowerment on Employee Performance

According to Judge in Ari Fadzilah (2006) said that empowerment besides influential to improvement performance , can also cause employee own desire to end a task or leave organization . Individuals who feel satisfied with his job tend to persist in organization , while individuals who feel less satisfied with his job will choose go out from organization .

This research is in line with Tielung (2013); Putu Chori Suryadewi , I Ketut Dunia and Naswan Suharsono (2012) ; Heriawan (2014) with results study can concluded that empowerment influential positive to performance employees . From the statement on so hypothesis fourth This research is :

H4:Empowerment influential positive and significant to performance employee Influence Commitment Organization on Employee Performance

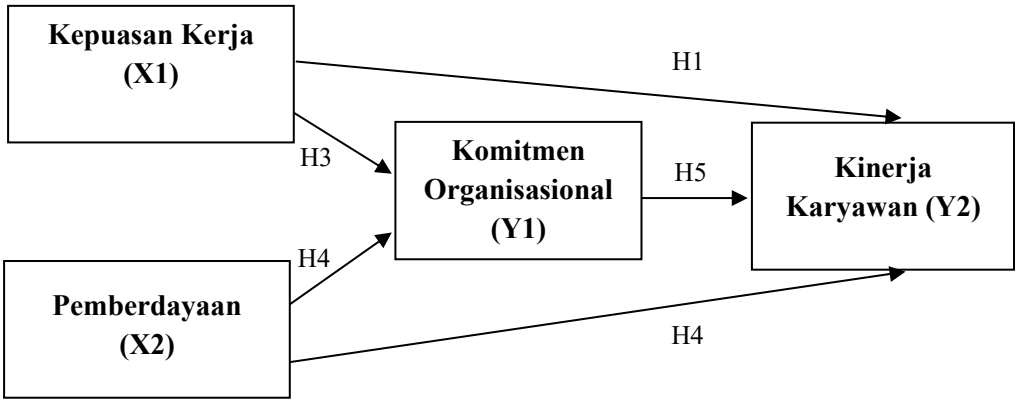
Robbins (2008) defines organizational commitment as an attitude that reflects the feelings of like or dislike of employees towards the organization. Organizational commitment is a psychological bond between employees and the organization that is characterized by the presence of . Commitment is an agreement between individuals in it, so it is more binding and leads to the whole. With a joint commitment made by employees will have a positive impact on employee performance .

Study what Jaclyen did The Story of the King (2013); Heriyawan (2014) ; Hutama Akbar, Djamhur Hamid and Mochammad Judi (2016) that influence commitment Organization influential positive to performance employee . results study conclude that competence influential positive and significant to performance employees . With thus hypothesis fifth This research is :

H5 : Commitment Organization influential positive and significant to performance employee

Based on literature review compiled a diagram that describes the relationship between research variables called theoretical framework. As for the factors of the framework that influence the increase in organizational commitment and employee performance, a theoretical framework was developed that underlies this research as seen in the image below:

Figure 1
Framework Think Theoretical



RESEARCH METHODS

Types of research used in This research is explanatory type namely explain influence between variable certain through testing hypothesis . This research is used to test hypothesis and explain influence between variable that is variable free (satisfaction work and empowerment) towards performance employee through commitment Organization . Population in This research is employees at the Mie and Ice Palace in Semarang city as many as 122 people . This sampling uses method the census that It means all over amount population is sample namely 50 employees of the Noodle and Ice Palace in Semarang city .

Data collection methods in a study scientific intended to obtain relevant materials accurate and reliable technique data collection used in This research is Questionnaire use scale likert . Based on objective study that is test influence variables independent to variable dependent , and see its intervening influence , then the data has collected will processed and analyzed with use analysis path analysis is development from analysis multiple linear regression is used to determine magnitude and direction influence connection variable independent to variable dependent .

Analysis Regression First Multiple Model

Analysis Regression First Multiple Model

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.623	1,757		.358	.723		
	Satisfaction Work	.295	.077	.365	3.788	.000	.592	1,690
	Empowerment	.384	.073	.498	5.386	.000	.592	1,690

a. Dependent Variable: Commitment Organization
Source : Processed primary data , 2024

From the regression equation, it is shown that the independent variable that has the most dominant influence on Organizational Commitment is Job Satisfaction. with a regression coefficient value of 0.365 ; the second factor that influences organizational commitment is empowerment with a regression coefficient value of 0.498 .

Analysis Regression Double Second Model

Analysis Regression Double Second Model

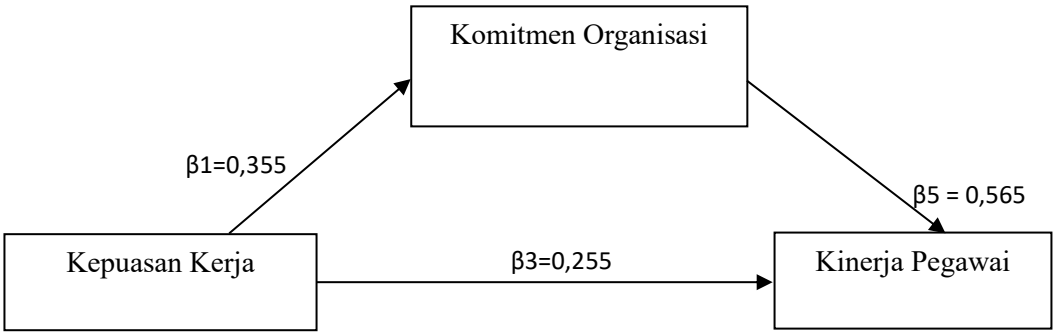
Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig .	Collinearity Statistics	
		B	Std . Error	Beta			Tolerance	VIF
1	(Constant)	-1.218	1.201		-.998	.322		
	Job satisfaction	.212	.069	.265	3,579	.001	.499	2.003
	Empowerment	.134	.057	.177	2,370	.020	.435	2,300
	Organizational Commitment	.562	.085	.575	7.125	.000	.403	2.483

a. Dependent Variable : Employee Performance
Source : Processed primary data , 2024

From the regression equation , it is shown that the independent variable that has the most dominant influence on Employee Performance is Job Satisfaction. with a regression coefficient value of 0.265 ; the second factor that influences employee performance is Empowerment with a regression coefficient value of 0.177 ; the third factor that influences employee performance is Organizational Commitment with a regression coefficient value of 0.575

The Influence of Job Satisfaction on Employee Performance through Organizational Commitment



A mediation effect occurs if the value of β1 x β5 > β3

The total effect from X_1 to Y_2 through Y_1

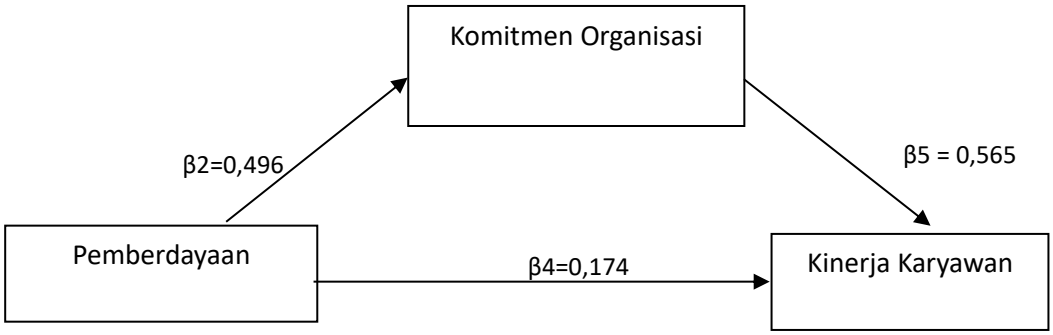
- Direct effect β3 = 0.255
- Indirect effect β1 x β5 (0.355 x 0.565) = 0.200
- Total effect = 0.455

Based on the calculation results, it can be seen that the beta value of the direct influence (0.255) is greater than the beta value of the indirect influence (0.200), which means that Organizational Commitment **weakens or does not mediate** the influence of Job Satisfaction on employee performance.

a. The Influence of Empowerment on Performance Employee through Organizational Commitment (Mediation II)

Results of influence direct and indirect between Empowerment to employee performance by going through Organizational Commitment can seen in the picture following :

Figure 4.3
The Influence of Empowerment on Employee Performancethrough Commitment Organization



A mediation effect occurs if the value of β 2 x β5 > β 4

The total effect from X_2 to Y_2 through Y_1

- Direct effect β 4 = 0.174
- Indirect effect β 2 x β5 (0.496 x 0.565) = 0.280
- Total influence = 0.454

Based on the calculation results, it can be seen that the beta value of the direct influence (0.174) is smaller than the beta value of the indirect influence (0.280), which means that Organizational Commitment **strengthens or mediates** the influence of Empowerment on employee performance.

Hypothesis Test Results

This study was used to show the influence of job satisfaction and empowerment partially on organizational commitment , and also to determine the influence of job satisfaction , empowerment, and organizational commitment partially on Employee Performance . This test was conducted with method compare t - value with t table , if t - value > t -table

and significance < 0.05, then the result is reject hypothesis zero (Ho) and accept hypothesis alternative (Ha) , and vice versa . Size amount sample study as big as 80 respondents , then t table value can obtained with formula , df = n – 1 – k, df = 80 – 1 – 2 = 77 , with α = 0.05, then obtained t table value = 1.665.

Test results hypothesis from the research model that has been made is as following :

1. H1: Research results obtained that Satisfaction influential significant to commitment organization . This is proven with t - value as big as 3,788 more big from t table value of 1,665 and has mark significance by 0.00 more small from 0.05. With thus hypothesis the first to state that Satisfaction Work influential significant to Commitment Organization , accepted .
2. H2: Research results obtained that Empowerment influential significant to commitment organization . This is proven with t - value by 5.3 8 6 more big from t table value of 1,665 and has mark significance by 0.00 more small from 0.05. With thus hypothesis both of which stated that empowerment influential significant to commitment organization , accepted .
3. H3: Research results obtained that Satisfaction Work influential significant to performance employee . This is proven with t - value by 3,579 more big from t table value of 1,665 and has mark significance by 0.01 more big from 0.05. With thus the third hypothesis states that Satisfaction Work influential significant to performance employee , accepted .
4. H4: Research results obtained that Empowerment have a significant impact to performance employee . This is proven with t - value by 2,370 more big from t table value of 1,665 and has mark significance by 0.020 more big from 0.05. With thus the fourth hypothesis states that Empowerment influential significant to performance employee , accepted .
5. H5: Research results obtained that Commitment Organization influential significant to performance employee . This is proven with t - value as big as 7,125 more big from t table value of 1,665 and has mark significance by 0.00 more big from 0.05. With thus hypothesis the fifth one stated that Commitment Organization influential significant to performance employee , accepted .

CONCLUSION

Satisfaction Work influential positive to performance employees . From the results regression known that coefficient influence Satisfaction Work to performance employee is positive and significant . Satisfaction Program Work focus on quality in total in organization . Some companies that have apply Satisfaction work , there are some who have succeed increase its performance , but there are also those who are not yet able increase its performance . This is due to the removal of various type waste in a way significant can increase profitability company . The better the implementation Satisfaction work , then the better the performance its employees . This shows that in Satisfaction Work quality in the Company is not only covers quality product , but covers all aspects inside it .

Commitment organization influential positive to performance employees . From the results regression known that coefficient influence Commitment organization to performance is positive and significant . In his work somebody can give donation important in success organization and employees to obtain bait back about the results the work he does , the person concerned will feel satisfied . Can be seen that factor important to ensure success and continuity life a organization one of them satisfaction employees , if satisfaction employee has achieved so impact positive to performance .

On effect mediation commitment organization on influence satisfaction Work to performance employee that influence direct satisfaction Work to performance employee more big compared to indirect influence through satisfaction work . This proves that implementation satisfaction indirect labor give effect commitment to employees . Still needed business from the Company in give knowledge information about satisfaction Work so that employee more know objective existence implementation of the program .

Implications Managerial

For Companies, as material input and information use taking policy Leadership to improve satisfaction work , empowerment and commitment organization in frame improvement performance employees . For the circles academically , this research is expected can used to enrich knowledge as well as complete literature about satisfaction work , empowerment , commitment organization and performance employee .

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