

The Effect of Employee Empowerment and Job Satisfaction on Turnover Intention with Organizational Commitment as Intervening in the Land Office in DKI Jakarta Province

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Abstract

This study aims to analyze the effect of employee empowerment and job satisfaction on turnover intention mediated by organizational commitment. The data used in this study is primary data sourced from the results of the questionnaire collection. The research sample was selected using purposive sampling of as many as 203 respondents. Data analysis in hypothesis testing using AMOS and Sobel Test programs. The results showed that there was a positive effect of employee empowerment and job satisfaction on organizational commitment. In addition, employee empowerment, job satisfaction, and organizational commitment have a negative relationship to turnover intention. The results also show that organizational commitment can be an intervening variable between employee empowerment and job satisfaction variables on turnover intention. The results of the study provide information that the higher the employee empowerment, job satisfaction, and organizational commitment of employees will reduce the desire to leave the organization (turnover intention).

Keywords

employee empowerment;
job satisfaction;
organizational
commitment; turnover
intention



I. Introduction

Advances in technology today are so fast that it encourages organizations to maintain their existence as a form of response to existing changes. One example of the changes that have occurred is the existence of digital services as a way to provide convenience to the community. According to Pramusinto (2020) the power of technology including digitalization and automation continues to grow and change the pattern of production, distribution, and consumption. As with other areas of life, technology is used to make changes, so also with the legal system as technology in making changes (Hartanto, 2020). Meanwhile, the use of information technology is the benefit expected by users of information systems in carrying out their duties where the measurement is based on the intensity of utilization, the frequency of use and the number of applications or software used (Marlizar, 2021). As an institution that participates in providing broad public services, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) is encouraged to organize land service activities in an optimal, correct, effective and efficient manner in order to realize good governance.

In order to create a world-class institution, ATR/BPN compiled a digital transformation *roadmap* starting from 2020 to 2024. The ATR/BPN digital transformation *roadmap* is described in Table 1 below:

Table 1. ATR/BPN Digital Transformation Roadmap

Year	Target
2020	<ul style="list-style-type: none"> a. Application of <i>digital signature</i> for all employees; b. National Electronic Mortgage Certificate c. Implementation of Electronic Land Book with digitization and validation of land data d. Land data services for the public e. Capacity building for information and innovation institutions f. Funding efficiency through PPP implementation
2021	<ul style="list-style-type: none"> a. Land and multipurpose space information is safe and valid b. Implementation of Electronic Land Rights Certificate c. Community integrated electronic service d. Implementation of digital technology and user friendly
2022	<ul style="list-style-type: none"> a. RRR (Rights, Restrictions, Responsibilities) b. Fractional rights/co-owning 3D Cadastre and Rights c. Peer to peer transactions d. Land information derivative services e. Implementation of smart contracts, smart escrow
2023	<ul style="list-style-type: none"> a. Touch Tanahku to be the leader of apps and marketplace b. Land information as a basis for state revenue c. Big data implementation d. Collaboration of information with the community and the business world e. Spatially enabled government based on land parcels
2024	<ul style="list-style-type: none"> a. Rank 40 EoDB b. The source of PNPB is dominated by information services c. Interoperability with international land information agencies d. Become a leader in the Southeast Asia region

Source: https://twitter.com/atr_bpn/status/1355836535577296900/photo/3 accessed 10 May 2022

In order to achieve the *roadmap* drawn up, ATR/BPN requires optimal and committed human resources (HR). So that those who are in it are selected HR to carry out their roles formally to work together to achieve organizational goals (Dessler, 2017). HR is a determining factor for organizational success. HR with good commitment will fulfill every obligation and responsibility well (Karambut *et al.*, 2012). Thus, the higher

organizational commitment will affect employee performance optimally for the organization.

HR is an important asset of the organization so that talented and committed employees must be retained. One of the factors that influence *organizational commitment* is *employee empowerment*. *Employee empowerment* is related to the development of motivation, trust, involvement in decision making and removing boundaries between top management and employees (Andika & Darmanto, 2020). *Employee empowerment* basically refers to the awareness among management that employees who get more autonomy, control and power in their work will have an impact on increasing employee commitment and satisfaction in the organization (Zaraket *et al.*, 2018). *Employee empowerment* can make employees fully responsible for their work and learn to make the right decisions.

Employee empowerment makes employees involved in making decisions related to their work. This can arouse employees' sense of comfort in the organization because they involve themselves in the decision-making process. On that basis, *employee empowerment* is crucial because in this technological era, responsive, agile and independent employees are needed so that the organization has an advantage in terms of competitive human resources.

Organizational commitment is also affected by *job satisfaction* or pleasant feelings related to work (Anggreyani *et al.*, 2020). The *organizational commitment* is influenced by how a job and organization can provide satisfaction to employees. Pleasant employee feelings towards work will create job satisfaction and unpleasant feelings will create job dissatisfaction (Viseu *et al.*, 2020). Employees who are committed to the organization will carry out their duties and responsibilities correctly. If employees feel dissatisfied or disappointed with the organization, their involvement is reduced due to low commitment to the organization so that negative things appear that can hinder the sustainability of the organization. This shows that when employees have high *job satisfaction*, they will be more motivated to increase *organizational commitment* and vice versa, when employees have low *job satisfaction*, it will reduce *organizational commitment* (Abuhashesh *et al.*, 2019). *Organizational commitment* is an extension of *job satisfaction*, because it relates to an employee's positive attitude not only to his job, but also to the organization.

Human resource management can be a determinant of the success or success of the organization. Well-managed human resources will feel bound and consider themselves part of the organization which can reduce *turnover intention*. In line with this, workers with good *organizational commitment* will have a stronger desire to be loyal to the organization.

In addition to *organizational commitment*, *job satisfaction* can also affect *turnover intention*. Edison *et al.*, (2017) explained that *job satisfaction* is a series of impressions or feelings related to the level of fun or not to the work undertaken. Circumstances that are not as expected when working have an impact on *job dissatisfaction* so that employees view themselves as having better alternative jobs. *Job dissatisfaction* is often the reason for *turnover intention*. The attitude that arises from the individual is looking for another job, evaluating work elsewhere or better. If the opportunity to change jobs does not exist or what is available is not interesting from what you currently have, it can cause employees to often skip work, arrive late, lack enthusiasm or lack the desire to excel. *Job satisfaction* has an important role in organizational success, namely high *job satisfaction* will reduce *turnover intention*.

Next, *employee empowerment* also affects *turnover intention*. According to social exchange theory, employees who are psychologically empowered by the organization will try to compensate by continuing to cooperate with the organization. Thus, *employee*

empowerment results in a low level of turnover intention (Lyu *et al.*, 2019), (Sandhya & Sulphey, 2019). The purpose of this study was to analyze the effect of *employee empowerment on organizational commitment*.

II. Review of Literature

2.1 Employee Empowerment

Empowerment is a method of giving employees the opportunity to make decisions that are often related to the allocation of leadership responsibilities to their employees (Al Halbusi *et al.*, 2017). Furthermore, Ibrahim Saif & Sharif Saleh, (2013) explain that empowerment is a mechanism for distributing authority to employees to determine decisions and is often associated with the division of responsibilities from managers to other employees. Empowerment will strengthen employees and provide job enrichment such as a sense of belonging, the opportunity to take a role in the organization and participate in monitoring the running of the business (Nelson and Quick, 2012).

Employee empowerment is related to social exchange theory regarding the reciprocal relationship between workers and the company (Garba Muhammad *et al.*, 2016). Senthamizh *et al.*, (2020) and Abuhashesh *et al.*, (2019) explain employee empowerment is a procedure of giving authority, power, obligation, resources, and freedom to workers to make decisions and complete work. Employee empowerment is a practice motivation with the aim of increasing performance through expanding space for employees to participate and be involved in decision making.

Empowerment is analyzed in 2 perspectives, namely structural empowerment and psychological empowerment. Structural empowerment describes the presence of the organization in an effort to improve communication and enable employees in decision making so as to enable employees to complete their work in a meaningful way (Monje Amor *et al.*, 2020). While psychological empowerment alludes to the psychological state that comes from the organizational structure. Psychological empowerment is an increase in task incentives or feelings of self-motivation by meeting employee needs so as to provide a sense of affiliation that involves employees with their workplace (Ghasempour *et al.*, 2020). Psychological empowerment refers to a psychological state that is important for employees to feel in control of their work because they are empowered by their superiors. In this study, psychological empowerment is used as a tool to measure employee empowerment.

Widely accepted measure of psychological empowerment was put forward by Spreitzer with the following dimensions (Yaghi, 2016):

- a. Meaning is the value of goals, involving a match between work roles and beliefs, values and behaviors. Empowerment develops from the alignment of ideals and standards between employees and work.
- b. Competence which means the individual's belief in realizing that in him there is the ability to carry out various activities through his skills
- c. Self Determination has a description of the individual's feelings to make choices in initiating and regulating their actions
- d. Impact means the extent to which a person can influence the strategic, administrative or operational results of work.

2.2 Job Satisfaction

Job satisfaction plays an important role for organizations because it reflects the degree to which an employee likes his job. Job satisfaction is the status of a person

satisfied and happy with his job (Bashir and Durrani, 2014). Ktem & Ztoprak (2020) define job satisfaction as an employee's attitude towards the responsibilities he receives. Job satisfaction is an employee's assessment of how much they are satisfied with their job and compares it with other jobs in the context of work.

Job satisfaction shows one's feelings about work that can be related to opportunities for advancement, rewards and facilities received by employees (Sumiati & Purbasari, 2019). Job satisfaction presents a person's feelings about his work through the attitudes and behavior of employees at work and everything that is in their scope of work (Priansa, 2016). Employees working in the organization will complete their duties according to their position and position. Wibowo (2014) states that job satisfaction occurs at the level where work results are accepted by employees. If the work received a lot, employees will feel satisfied and vice versa.

Koo et al., (2019) explained that job satisfaction refers to the impression of enjoyment and satisfaction of employees with their work environment and determines the amount of commitment and concern for the organization. Job satisfaction is not only related to material aspects, such as bonuses, promotions or awards, but also becomes a reflection of the form of autonomy that will be obtained by employees when participating in the decision-making process as the implementation of empowerment.

The conclusion that can be drawn is that job satisfaction is the extent to which employees are motivated and satisfied with their work. Job satisfaction occurs when employees feel they have job stability, a career that grows and is balanced with work comfort or simply employees feel satisfied with the workplace because it is in accordance with their expectations.

2.3 Organizational Commitment

AlKahtani et al., (2021) describe organizational commitment as an employee's feeling or the capability of an organization to bind employees to be willing to stay in the organization which can be expressed as employee commitment and loyalty to the organization and their work. According to Sugiharjo et al., (2021), Organizational commitment is the attitude or form of a person's behavior and actions in the organization in the form of loyalty and manifestation of values, vision, mission and organizational goals. Organizational commitment is a form of employees' willingness to become members of the organization, both joy and sorrow. Finally, organizational commitment is a strong relationship between employees and the organization and their work in an effort to fulfill the values and goals of the organization as well as their desire and willingness to use their knowledge, skills and abilities to achieve organizational goals.

Another definition expressed by Bhat et al., (2021), organizational commitment is a psychological relationship between employees and their superiors in order to create employee confidence in the goals and values of the organization and ensure employees have no intention to leave their jobs. Serhan et al., (2022) defines organizational commitment as the psychological attachment that employees have to their organization that affects the decision to stay or leave the organization. Hanaysha, (2016) describes organizational commitment as an individual's involvement in the organization with an indication of the belief and willingness to fulfill every important thing on behalf of the organization as well as a strong will to survive in the organization. Organizational commitment reflects employee loyalty to the organization

III. Research Method

The method used is quantitative through statistical studies. The purpose of this study is to test the hypothesis that was previously formulated, namely the influence between the independent variables studied, consisting of employee empowerment, job satisfaction, on the dependent variable studied, namely turnover intention with mediator organizational commitment.

As for this study, it contains data through cross sectional, or a study can be done with data collected only once, with a number of days or weeks or even months, so that it can find answers to study questions (Sekaran and Bougie, 2016).

It is explained that the dependent or dependent variable is a variable that is the main focus of researchers (Suhartanto, 2020), which in this study as the dependent variable is turnover intention. While the independent or independent variables are explained as variables that are determined for has an influence on the dependent variable (Suhartanto, 2020), which in this study, the independent variables are employee empowerment, job satisfaction. The mediating variable (intervening) is the variable that mediates the influence of the independent variable on the dependent (Suhartanto, 2020). As for this research, the mediating variable is organizational commitment.

In this study, primary and secondary data were found, with the explanation that primary data is data that is intended solely for researchers to answer research questions. Meanwhile, secondary data is explained as data that has previously been found for various purposes (Suhartanto, 2020).

The population describes all people in a group, events, or various interesting things to be studied in research (Sekaran and Bougi, 2016). The population in this study was 412 employees with PPNPN status at the Land Office in DKI Jakarta Province.

The sample was determined using non-probability sampling through purposive sampling as the method. As for the number of samples is determined using the formula:

$$n = \frac{N}{1 + Ne^2}$$

n: many samples

N: number of population

e: error tolerance limit (in this research using 5% error or 95% confidence level)

$$n = \frac{412}{1 + 412(0,05)^2} = 203$$

Based on the calculations, it is known that this study used 203 research samples from a total population of 412.

IV. Discussion

4.1 Hypothesis 1

Hypothesis 1 examines the positive effect of employee empowerment on organizational commitment. The results of hypothesis 1 test indicate that there is a positive effect of employee empowerment on organizational commitment. This supports the research conducted by (AlKahtani et al., 2021) on employees in the hotel industry with the results that employee empowerment has a positive and significant relationship to organizational commitment. The results of hypothesis 1 test also support research

conducted by (Murray & Holmes, 2021) which shows that the dimensions of employee empowerment affect the dimensions of organizational commitment positively and significantly, and support research (Andika & Darmanto, 2020) which states that employee empowerment has a significant impact on organizational performance commitment.

Based on the results of the questionnaires distributed, PPNNP employees at the Land Office in DKI Jakarta Province feel that the work being carried out at this time is important to him and is given the trust to carry out work in accordance with their main duties and functions. This encourages a sense of attachment to the organization. So it can be concluded that the higher the employee empowerment, the higher the organizational commitment.

4.2 Hypothesis 2

Hypothesis 2 examines the negative effect of employee empowerment on turnover intention . The results of hypothesis 2 test show that there is a negative effect of employee empowerment on turnover intention. This supports research conducted by (Ghasempour et al ., 2020) which states that there is a negative influence of employee empowerment on turnover intention and research conducted by (Alfonsus & Atmaja, 2016) which shows that employee empowerment has an impact on decreasing turnover intention .

The Head of the Personnel Subdivision as the supervisor for PPNNP employees revealed that employee empowerment has been applied to PPNNP employees at the Land Office in DKI Jakarta Province, namely by delegating tasks; appreciate and accept ideas, ideas and suggestions given from PPNNP employees on a particular job; provide broad opportunities for PPNNP employees to develop themselves through easy permits if they want to continue their studies or attend training provided by the Ministry of ATR/BPN; and provide encouragement to PPNNP employees to carry out their duties well and stimulate employees to compete in carrying out their duties by implementing awards for exemplary PPNNP employees. Employee empowerment can reduce turnover intention. So it can be concluded that high employee empowerment will reduce the level of turnover intention.

4.3 Hypothesis 3

Hypothesis 3 examines the positive effect of job satisfaction on organizational commitment . The results of hypothesis 3 test indicate that there is a positive effect of job satisfaction on organizational commitment. This supports the research conducted by (AlKahtani et al., 2021) and (Fitria et al., 2020) which state that job satisfaction has a positive and significant effect on organizational commitment.

In accordance with the questionnaire distributed, in general, PPNNP employees at the Land Office in DKI Jakarta Province feel happy, comfortable and satisfied with the work being carried out at this time, thus encouraging PPNNP employees to carry out their work with a full sense of responsibility for the realization of the Land Office work program. This shows that employees who have high job satisfaction will be motivated to increase organizational commitment. So it can be concluded that the higher the job satisfaction , the higher the organizational commitment.

4.4 Hypothesis 4

Hypothesis 4 examines the negative effect of job satisfaction on turnover intention . The results of hypothesis 4 test indicate that job satisfaction has a negative effect on turnover intention . This supports the previous research conducted by (Ghasempour et al., 2020) which concluded that job satisfaction negatively affects turnover intention. The

results of this study also support research conducted (Sugiharjo et al., 2021) which found that job satisfaction is negatively related to turnover intention and research (Zhang et al., 2018) which states that job satisfaction negatively affects turnover intention .

The negative effect of job satisfaction on turnover intention indicates that job satisfaction is one of the factors that determine the desire of the Land Office PPNNP employee to stay or leave the organization. The higher the job satisfaction felt by PPNNP employees, the lower the turnover intention.

4.5 Hypothesis 5

Hypothesis 5 examines the negative effect of organizational commitment on turnover intention . The results of hypothesis 5 test indicate that organizational commitment has a negative effect on turnover intention . This supports previous research conducted by (Sugiharjo et al., 2021) which states that organizational commitment affects turnover intention negatively. In addition, research from (Murray & Holmes, 2021) also found that the dimensions of affective commitment and normative commitment were negatively related to turnover intention.

PPNNP Land Office employees in DKI Jakarta Province with organizational commitment have a strong sense of belonging to the organization, namely the Land Office and feel part of the Land Office. A strong sense of belonging to the organization makes PPNNP employees of the Land Office less consider the desire to leave the organization (turnover intention). So it can be said that the higher the organizational commitment, the lower the turnover intention.

4.6 Hypothesis 6

Hypothesis 6 examines the effect of employee empowerment on turnover intention through organizational commitment. The results of hypothesis testing 6 state that employee empowerment has an effect on turnover intention through organizational commitment. This supports research from (Murray & Holmes, 2021) which shows that turnover intention is influenced by employee empowerment and organizational commitment.

Employee empowerment carried out by the Land Office for PPNNP employees is by giving them confidence to carry out certain tasks and by involving PPNNP employees in the activities of the Land Office so as to foster a sense in PPNNP employees that they have become part of the Land Office. The involvement of PPNNP employees (employee empowerment) and a sense of being part of the organization (organizational commitment) affect the desire of PPNNP employees to stay and become part of the Land Office. Therefore, employee empowerment has an effect on turnover intention through organizational commitment.

4.7 Hypothesis 7

Hypothesis 7 examines the effect of job satisfaction on turnover intention through organizational commitment. The results of hypothesis 7 test indicate that there is an effect of job satisfaction on decreasing over intention through organizational commitment. The results of hypothesis 7 testing support research (Dewi, 2020) which finds that organizational commitment has a role as an intervening or mediator on the effect of job satisfaction on turnover intention.

PPNNP employees of the Land Office in DKI Jakarta Province are satisfied, comfortable and happy to work at the Land Office. This job satisfaction fosters a sense of loyalty to the organization which of course reduces the desire to leave or change to a better

job than in the Land Office. So it can be concluded that job satisfaction has an effect on turnover intention which is mediated by organizational commitment.

V. Conclusion

Based on the results of research and discussions that have been carried out to analyze the effect of employee empowerment and job satisfaction on turnover intention through organizational commitment, it can be concluded that the results of the first hypothesis test show that there is a positive effect of employee empowerment on organizational commitment. So the higher the employee empowerment given by the organization to employees, the higher the organizational commitment of employees; The results of the second hypothesis test show that there is a negative effect of employee empowerment on turnover intention. So the greater the organization involves employees in completing the work (employee empowerment) it will reduce the employee's intention to leave the organization (turnover intention).

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