Iman Adi MARTA, I Wayan Gede SUPARTHA, I Gusti Ayu Manuati DEWI, I Made Artha WIBAWA /
Journal of Asian Finance, Economics and Business Vol 8 No 1 (2021) 1031–1040

1031

Job Enrichment, Empowerment, and Organizational Commitment: The Mediating Role of Work Motivation and Job Satisfaction

Iman Adi MARTA[1], I Wayan Gede SUPARTHA[2], I Gusti Ayu Manuati DEWI[3], I Made Artha WIBAWA[4]

Abstract

The purpose of this research is to analyze the influence of job enrichment and empowerment on organizational commitment. In addition, the role of work motivation and job satisfaction in mediating the influence of job enrichment and employee empowerment on organizational commitment has also been examined in this study. The sample population consists of all the employees in the regional office of DJKN Bali and Nusa Tenggara, who hold executive positions and have served the office for ≥ 4 years. This study adopts the second-order Partial Least Square (PLS) model and the Smart PLS Version 3.0 program which is used as the analysis tool. The results revealed that: job enrichment has a significant influence on organizational commitment; employee empowerment has an insignificant influence on organizational commitment; work motivation and job satisfaction partially mediate the influence of job enrichment on organizational commitment; work motivation and job satisfaction fully mediate the influence of employee empowerment on organizational commitment. The findings can be used as organizational considerations in developing policies related to job enrichment and employee empowerment, which is expected to motivate and provide satisfaction for employees and improve their organizational commitment.

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

JEL Classification Code: J20, J28

1. Introduction

The Directorate General of State Assets (DJKN), Ministry of Finance executed the bureaucratic reform program with a purpose to achieve good governance. The success of the bureaucratic reform can only be achieved through the strong commitment of the state officers.

[1]First Author and Corresponding Author. Doctoral Program of Management, Faculty of Economics and Business, Udayana University, Indonesia [Postal Address: Kampus Bukit, Jl. Raya Kampus Unud Jimbaran, Kec. Kuta Sel., Kabupaten Badung, Bali 80361, Indonesia]
Email: Iman.marta@kemenkeu.go.id ; imansastro@gmail.com
[2]Departement of Management Faculty of Economics and Business, Udayana University, Indonesia
[3]Departement of Management Faculty of Economics and Business, Udayana University, Indonesia
[4]Departement of Management Faculty of Economics and Business, Udayana University, Indonesia

Organizational commitment is viewed as a psychological bond between individuals and their organization (Yukongdi & Shrestha, 2020). Organizational commitment provides a number of benefits to organizations (Eliyana et al., 2019). Organizational commitment is one of the organization's most important objective in order to sustain itself (Hanaysha, 2016). Organizational commitment affects the service quality of employees, which greatly affects the reputation of the organization (Limpanitgul et al., 2017). Low organizational commitment may trigger several problems, such as conflict and employee turnover (Imran et al., 2017). Due to the problems related to organizational commitment experienced by the Regional Office of DJKN in Bali and Nusa Tenggara, the office was ranked as the worst for the most cases of national personnel violations. This is a manifestation of employees' low commitment towards the organization. Organizations must pay attention to organizational commitment related problems (Azeem & Akhtar, 2014). Employees who are no longer committed to the organization will eventually choose to leave or be expelled by the organization (Imran et al., 2017; Saha & Kumar, 2018).

Bureaucratic reform can be achieved through job enrichment, which is implemented by creating functional

1032

Iman Adi MARTA, I Wayan Gede SUPARTHA, I Gusti Ayu Manuati DEWI, I Made Artha WIBAWA /
Journal of Asian Finance, Economics and Business Vol 8 No 1 (2021) 1031–1040

positions to increase service effectiveness. These positions include auction officials, state receivables examiner, and appraisers. Job enrichment is an important aspect that has a significant contribution in increasing organizational commitment. The implementation of job enrichment must reflect the core dimensions of job characteristics (skill variety, task identity, task significance, autonomy, and feedback) (Zhao et al., 2016; Sabella et al., 2016). Several studies have shown that not all dimensions of job enrichment have a significant influence on organizational commitment (Fang, 2001; Lung & Hsieh, 2002; Chen & Chen, 2008; Sabella et al., 2016; Islam et al., 2018). Moreover, Chen and Chen (2008) stated that job enrichment might make employees worry about not being able to finish their work, which in turn will reduce their organizational commitment. The human resource aspect of the bureaucratic reform can be achieved through empowerment programs. Empowerment leads to the improvement in employees' knowledge and abilities related to their job. It is also expected to improve their commitment towards the organization. The concept of empowerment emphasizes to give members the responsibility and authority to perform their job so that the employees psychologically feel a sense of belonging at work (Meng et al., 2015). Empowerment greatly contributes to the organizational success and many researchers have observed that empowerment has a positive influence on organizational commitment (Sahoo et al., 2010; Kazlauskaite et al., 2012; Raub & Robert, 2013; Hanaysha, 2016). However, the results obtained by Karim and Rehman (2012), Kim et al. (2011), Limpanitgul (2017), and Fang (2001) revealed that empowerment does not have a significant influence on organizational commitment.

Several studies have stated that the influence of job enrichment and empowerment on organizational commitment requires a mediating variable to more accurately examine the relationship (Kim et al., 2011; Fraccaroli et al., 2017; Karim & Rehman, 2012; Limpanitgul, 2017). Organizational commitment is influenced by work motivation (Apridar & Marbawi, 2018) and job satisfaction (Sejjaka & Kaawaase, 2015). Work motivation is an important predictor of organizational commitment. Job satisfaction is also able to affect the organizational commitment of employees (Valaei & Rezaei, 2016). Thus, the role of work motivation and job satisfaction in mediating the influence of job enrichment and empowerment on organizational commitment needs to be examined further. Job enrichment and empowerment practices have been implemented by organizations, but the effectiveness of these practices have not been assessed. Therefore, studies related to job enrichment and empowerment must be conducted. The objective of this study is to analyze the influence of job enrichment and empowerment on organizational commitment.

2. Literature Review

Job enrichment is a strategy used to develop a dynamic and productive work condition in a rapidly changing business environment (Siengthai and Ngarm, 2016). Qualitatively, job enrichment is deemed to have a significant effect in improving organizational commitment. Job enrichment encourages workers to fully utilize their skills and abilities in completing their tasks, which in turn helps maintain their strong commitment to the organization. Empirical studies have proven that job enrichment has a significant and positive influence on organizational commitment (Islam et al., 2018; Raharjo et al., 2018; Jain & Duggal, 2018; Ahmad, 2018; Putri & Setianan, 2019).

Job enrichment does not always have a positive impact, due to the individual ability and competence of employees, their perseverance, and the difference in their individual level of satisfaction (Lunenburg, 2011). Job enrichment must be adjusted to the age and career stage of the employee (Fraccaroli et al., 2017). Job enrichment and organizational commitment have a linear inverted U-shaped relationship, which means that the influence of job enrichment on organizational commitment varies across employee career stages (Lung & Hsieh, 2002).

The concept of empowerment (Almulhim, 2020) emphasizes on the situation in which employees are given the authority to make decisions related to the organization. Empowerment can be used as a strategy to improve the organizational commitment of employees (Limpanitgul, 2017). Organizations that focus on improving organizational commitment must empower their employees so that they can contribute positively to the organization (Hanaysha, 2016). Several studies have shown that empowerment has a positive influence on organizational commitment (Kantabutra and Rungruang, 2013; Han et al., 2016; Abdallah et al., 2017; Nikpour, 2018). However, there are some studies that revealed that empowerment does not have a significant influence on organizational commitment (Karim & Rehman, 2012; Kim et al., 2011). One of the arguments is that employees with higher education levels are accustomed to empowerment, which makes the influence not significant (Karim & Rehman, 2012). Limpanitgul (2017) stated that empowerment does not have a significant influence on all dimensions of organizational commitment, but has a consistent and significant influence on the dimensions of affective commitment. This was also confirmed by Fang (2001) who emphasized that empowerment through psychological empowerment is not a strong predictor of organizational commitment.

H1. *Job enrichment has a positive and significant influence on organizational commitment.*

H2. *Empowerment has a positive and significant influence on organizational commitment.*

Imran et al. (2017) stated that motivation influences organizational commitment. Work motivation is also a part of work spirit (Tran & Hung, 2020) so that it improves the organizational commitment level of individuals. Motivational and interpersonal strategies are methods to increase the organizational commitment of employees (Liao & Hsieh, 2017). Motivated employees are more likely to have a higher level of organizational commitment (Liao and Hsieh, 2017). Job satisfaction is a complex variable which consists of several aspects related to employees' mind (Ahmad, 2018). Employees will be satisfied if their job matches their expectations. Organizations that are able to create high level of job satisfaction for the employees will benefit from their positive work attitude, one of which is in terms of organizational commitment (Valaei & Rezaei, 2016). Empirical studies have proven that job satisfaction has a positive influence on organizational commitment (Fabi et al., 2015; Ocen et al., 2016; Abdallah et al., 2017; Saha & Kumar, 2018; Apridar & Marbawi, 2018; Mahmood et al., 2019).

H3. *Work motivation has a positive and significant influence on organizational commitment*
H4. *Job satisfaction has a positive and significant influence on organizational commitment*

The effectiveness and achievements of an organization greatly depends on the job satisfaction of employees (Saha & Kumar, 2018). Job satisfaction is influenced by many antecedents or determinants (Espinosa & Rakowska, 2018), and work motivation is one of the most important factors that affect job satisfaction (Ran et al., 2017). There are many different approaches firms can use to motivate their employees in order to increase their job satisfaction (Pang & Shan-Lu, 2018). Several studies have proven that work motivation has a positive influence on job satisfaction (Dimas et al., 2015; Ran et al., 2017; Espinosa & Rakowska, 2018; Pang & Shan-Lu, 2018). Job enrichment is an experience enrichment process, which motivates employees to perform well. Job enrichment affects the psychological state and motivation of individuals (Hackman & Oldham, 1976). Job enrichment can be considered to be a fun and challenging process, which motivates employees (Lunenburg, 2011). Job enrichment is a strong predictor of work motivation because employees are encouraged to have various skill sets, it provides job identities, responsibilities, challenges, competencies, freedom, and performance feedback, which eventually increases the work motivation of employees.

Several empirical studies have proven that job enrichment has a positiuve influence on work motivation (Humphrey et al., 2007; O'Reilly, 2014; Zhao et al., 2016; Al-Musadieq et al., 2018; Loghmani et al., 2018). Empowerment is the situation in which employees are granted authority and given responsibilities. Empowerment is also a predictor of work motivation, therefore empowerment can be used as an instrument to improve work motivation. One form of empowerment is through psychological empowerment, in which the organization tries to make its employees feel empowered. Empowerment through psychological empowerment can increase the intrinsic motivation of employees (Zhang & Bartol, 2010; Li et al., 2015; Meng et al., 2015) and job satisfaction (Paais & Pattiruhu, 2020).

H5. *Work motivation has a positive and significant influence on job satisfaction.*
H6. *Work enrichment has a positive and significant influence on work motivation.*
H7. *Empowerment has a positive and significant influence on work motivation.*

Job enrichment contributes in making work more interesting, challenging, and more able to provide satisfaction to employees (Raharjo et al., 2018). Job enrichment is part of the high-involvement work design that affects job satisfaction (Johari & Yahya, 2016). Job enrichment as a form of employee involvement in higher management functions and plays a significant role in increasing their job satisfaction. Empirical studies have revealed that job enrichment has a positive influence on job satisfaction (Slattery et al., 2010; Siengthai and Ngarm, 2016; Rodriguez et al., 2017; Loghmani et al., 2018). Empowerment in a broader concept refers to the trainings, preparations and opportunities provided for employees to make the right decision for their organizations (Kele et al., 2017). Empowerment has been recognized as an important contributor to organizational success and many researchers have examined its direct influence on job satisfaction (Pelit et al., 2011; Kazlauskaite et al., 2012). Several studies have revealed that employees and organizations can benefit from empowerment. When employees are empowered, they feel greater job satisfaction. Several studies have proven that empowerment has a positive influence on job satisfaction (Kantabutra and Rungruang, 2013; Kong et al., 2016; Abdallah et al., 2017; Nikpour, 2018).

H8. *Job enrichment has a positive and significant influence on job satisfaction*
H9. *Empowerment has a positive and significant influence on job satisfaction.*

Iman Adi MARTA, I Wayan Gede SUPARTHA, I Gusti Ayu Manuati DEWI, I Made Artha WIBAWA /
Journal of Asian Finance, Economics and Business Vol 8 No 1 (2021) 1031–1040

1034

The underlying idea of job enrichment is that the work motivation of employees can be improved by making work more attractive (Lunenburg, 2011). Job enrichment is a strong predictor of work motivation and organizational commitment. Job satisfaction is very important for businesses to secure strategic and competitive advantages (Mahmood et al., 2019). Job enrichment can significantly improve organizational commitment through the satisfaction felt by employees (Mahmood et al., 2019). Job satisfaction provides a number of benefits for the organization, including an enhancement in organizational commitment. In another study, job satisfaction has been shown to be capable of mediating the influence of job enrichment on organizational commitment (Mahmood et al., 2019).

H10a. *Work motivation mediates the influence of job enrichment on organizational commitment.*
H10b. *Job satisfaction mediates the influence of job enrichment on organizational commitment.*

Empowerment is viewed as an approach to improve the efficiency and service of a business (Raub & Robert, 2013). The dimensions of empowerment and work motivation are closely related (Li et al., 2015). Empowerment has a motivational influence on organizational commitment (Kim et al., 2013). The purpose of empowerment is so that employees can contribute optimally to the organization. Empowerment also has a significant impact on job satisfaction. Employees will be satisfied if their job matches their expectation. Empowerment has been recognized as an important contributor to organizational success and many researchers have examined its influence on work motivation, job satisfaction, and organizational commitment (Sahoo et al., 2010; Pelit et al., 2011; Kazlauskaite et al., 2012; Raub & Robert, 2013; Hanaysha, 2016).

H11a. *Work motivation mediates the influence of empowerment on organizational commitment*
H11b. *Job satisfaction mediates the influence of empowerment on organizational commitment*

3. Research Method

The cross-sectional survey was conducted to collect data in this study. There are 102 people as the population of the data, who are all employees in the Regional Office of DJKN Bali and Nusa Tenggara, hold executive positions, and have served the office for ≥ 4 years. The dimensions and indicators of job enrichment (X1) were referred from the Work Design Questionnaire used by Morgeson and Humphrey (2006) which was developed based on the job characteristics concept by Hackman & Oldham (1976). The dimensions and indicators of empowerment (X2) were referred from Spreitzer (1995) psychological empowerment concept. The dimensions and indicators of work motivation (Y1) used in this study refers to Gagne et al. (2014) Multidimensional Work Motivation Scale concept. The dimensions and indicators of job satisfaction (Y2) were mostly based on the Job Satisfaction Survey used by Spector (1985). One new dimension of job satisfaction, namely satisfaction due to job location placement, was added and developed through the content validity ratio (CVR) procedure by Churchill (1979) (in Templeton et al., 2002) and tested using the exploratory factor analysis (EFA). The dimensions and indicators of organizational commitment (Y3) were referred from Meyer and Allen's Three-Component Model of Commitment (Meyer et al., 2002). Based on the validity and reliability test, all indicators in this study were deemed as valid and reliable. The model's goodness of fit was tested using the Partial Least Square (PLS) model which includes the outer model and inner model test.
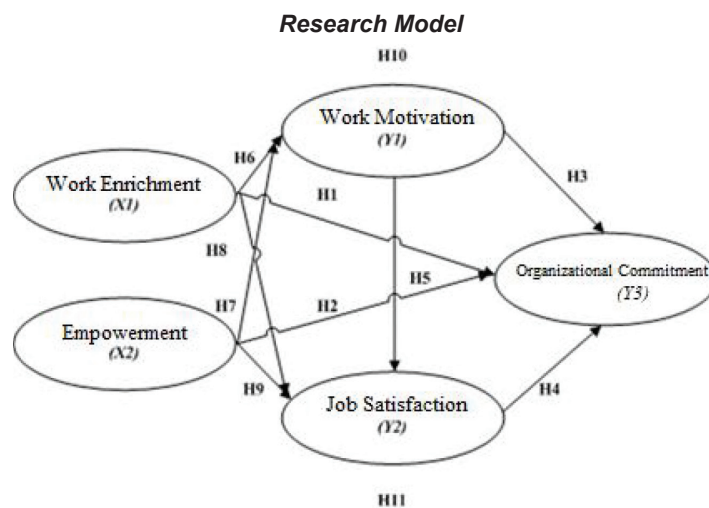
Research Model

Table 1: Direct Influence Test Results

Hypothesis	Variable/Construct	Original Sample	Std. Dev	T Stats	P Values	Remarks
H1	(X1) → (Y3)	0,211	0,097	2,169	0,031	supported
H2	(X2) → (Y3)	0,009	0,136	0,063	0,949	not supported
H3	(Y1) → (Y3)	0,278	0,103	2,703	0,007	supported
H4	(Y2) → (Y3)	0,439	0,112	3,910	0,000	supported
H5	(Y1) → (Y2)	0,231	0,080	2,894	0,004	supported
H6	(X1) → (Y1)	0,275	0,103	2,661	0,008	supported
H7	(X2) → (Y1)	0,591	0,084	7,042	0,000	supported
H8	(X1) → (Y2)	0,438	0,104	4,202	0,000	supported
H9	(X2) → (Y2)	0,293	0,142	2,068	0,039	supported

4. Results

Most of the respondents were male, with a total of 80 people (78.4%). The research respondents were mostly people from Bali Province, with a total of 55 people (53.9%). The majority of respondents were in the age category of 30 - 40 years old, with a total of 40 people (39.2%). Employees in this category have sufficient work experience, and are usually deemed as ready to be promoted. Most of the respondents have a bachelor or undergraduate degree (69%), which shows that the human resources of the organization have decent intellectual capital.

There are two stages in the hypothesis test, namely the direct influence test and the indirect influence test using the path significance approach following Hair et al. (2014).

Based on Table 1, all the hypotheses examining the direct influence of the variables are accepted, except for hypothesis 2 (H2). For H1, H3, H4, H5, H6, H7, H8, and H9, the results show that the path coefficients are positive, t-statistics values are > 1.96, and the probability values are < 0.05, therefore the hypotheses are accepted. Meanwhile, H2 has a positive path coefficient of 0.009, a t-statistics value of 0.063 which is < 1.96, and a probability value of 0.949 which is > α (0.05). Thus, empowerment is concluded to not have a significant direct influence on organizational commitment (H2 is rejected).

The direct influence of job enrichment on work motivation has a path coefficient of 0.275 and a t-statistic value of 2.661. Therefore, influence (a) is significant. The direct influence of work motivation on organizational commitment has a coefficient of 0.278 and a t-statistic value of 2.703, thus influence (b) is significant. The direct influence of job enrichment on organizational commitment has a coefficient of 0.211 and a t-statistic value of 2.169, thus, influence (c) is significant. Hair et al. (2014) stated that if all variables have a significant direct influence and the path coefficient value of influence (c) < (b), it shows that work motivation partially mediates the influence of job enrichment on organizational commitment. Thus, H10a is accepted. The direct influence of job enrichment on job

satisfaction has a path coefficient of 0.438 and a t-statistic value of 4.202. Therefore, influence (a) is significant. The direct influence of job satisfaction on organizational commitment has a coefficient value of 0.439 and a t-statistic value of 3,910. Thus, influence (b) is significant. The direct influence of job enrichment on organizational commitment has a coefficient of 0.211 and a t-statistic value of 2.169, therefore influence (c) is significant. Hair et al. (2014) stated that if all the direct influences are significant the path coefficient value of influence (c) < (b), this shows that job satisfaction partially mediates the influence of job enrichment on organizational commitment. Thus, H10b is accepted.

The direct influence of empowerment on work motivation has a path coefficient of 0.591 and a t-statistics value of 7.042. This means that influence (a) is significant. The direct influence of work motivation on organizational commitment has a path coefficient of 0.278 and a t-statistic value of 2.703. Therefore, influence (b) is significant. The direct influence of empowerment on organizational commitment has a path coefficient of 0.009 and a t-statistics value of 0.063. Thus, influence (c) is not significant. Hair et al. (2014) stated that if the influence (a) and (b) are significant, but the (c) is not significant, it is a full mediation. This means that work motivation fully mediates the indirect influence of empowerment on organizational commitment. Hence, H11a is accepted. The direct influence of empowerment on job satisfaction has a path coefficient of 0.293 and a t-statistics value of 2.068, which means that influence (a) is significant. The direct influence of job satisfaction on organizational commitment has a coefficient of 0.439 and a t-statistics value of 3.910, which means that influence (b) is significant. The direct influence of empowerment on organizational commitment has a coefficient of 0.009 and a t-statistic value of 0.063. Thus, influence (c) is not significant. Hair et al. (2014) stated that if influence (a) and (b) are significant, but influence (c) is not significant, it is a full mediation. This shows that job satisfaction fully mediates the influence of empowerment on organizational commitment. Hence, H11b is accepted.

1036

Iman Adi MARTA, I Wayan Gede SUPARTHA, I Gusti Ayu Manuati DEWI, I Made Artha WIBAWA /
Journal of Asian Finance, Economics and Business Vol 8 No 1 (2021) 1031–1040

Table 2: Indirect Effect

Hypothesis	Model/Variable	Path Coef	T Stats	P Values	Description
H10 a	a. (X1) → (Y1)	0,275	2,661	0,008	a significant, b significant, and c significant, with a coefficient value c < b = partial mediation
	b. (Y1) → (Y3)	0,278	2,703	0,007	
	c. (X1) → (Y3)	0,211	2,169	0,031	
H10 b	a. (X1) → (Y2)	0,438	4,202	0,000	a significant, b significant, and c significant, with a coefficient value c < b = partial mediation
	b. (Y2) → (Y3)	0,439	3,910	0,000	
	c. (X1) → (Y3)	0,211	2,169	0,031	
H11 a	a. (X2) → (Y1)	0,591	7,042	0,000	a significant, b significant, and c insignificant = full mediation
	b. (Y1) → (Y3)	0,278	2,703	0,007	
	c. (X2) → (Y3)	0,009	0,063	0,949	
H11 b	a. (X2) → (Y2)	0,293	2,068	0,039	a significant, b significant, dan c insignificant = full mediation
	b. (Y2) → (Y3)	0,439	3,910	0,000	
	c. (X2) → (Y3)	0,009	0,063	0,949	

5. Discussion

Government employees whose job were enriched by the organization will be more committed to the organization. Job enrichment makes employees feel that they have more competencies and skills in finishing their work, which allows them to take the responsibility and credit for completing the job. Job enrichment as a part of the bureaucratic reform is an application of Weber's Bureaucratic Theory. Weber's Ideal Bureaucracy Concept provides guidelines for organizations to build an effective, efficient, and transparent bureaucracy system to achieve their organizational goals. Job enrichment can be described as a bureaucratic mechanism that is flexible, result-oriented, and has clear and measurable objectives or goals. The results of this study confirm the Social Exchange Theory by Blau. Job enrichment received a positive response because it has provided a number of benefits for employees, and the employees respond by showing an increased level of organizational commitment. The results conform to several previous studies conducted by Sabella et al. (2016), Islam et al. (2018); Raharjo et al. (2018), Jain and Duggal (2018), Ahmad (2018), Putri and Setianan (2019) which stated that job enrichment, which is a qualitative expansion of the job, has a significant influence in improving organizational commitment.

Employees whose work are enriched by the organization will show an increased level of organizational commitment. Job enrichment makes employees feel that they have new competencies and skills in completing their work, and it allows them to feel the responsibility and obligation in completing their work. Job enrichment as a part of bureaucratic reform is an application of Weber's Bureaucratic Theory. Weber's Ideal Bureaucracy Concept provides guidelines for organizations in building an effective, efficient, and transparent bureaucracy in achieving organizational goals. Job enrichment can be described as a bureaucratic mechanism that is flexible,

results-oriented, and has clear and measurable targets or goals. The results of this study confirm the Social Exchange Theory by Blau, job enrichment has received a positive response because it has been able to provide a number of benefits for employees, and employees provide feedback through increased organizational commitment. The results support previous research by (Sabella et al., 2016; Islam et al., 2018; Raharjo et al., 2018; Jain & Duggal, 2018; Ahmad, 2018; Putri & Setianan, 2019) who state that job enrichment is a form of qualitative expansion of work that can have a significant effect in increasing organizational commitment.

Based on the test results for H10 and H10b, work motivation and job satisfaction partially mediate the influence of job enrichment on organizational commitment. This result shows that there are two options for organizations. First, the organization can focus on job enrichment to improve the organizational commitment of employees. Second, job enrichment can be focused on increasing the work motivation or job satisfaction of employees, which in turn will improve their organizational commitment. The test results for H11a and H11b show that work motivation and job satisfaction fully mediate the influence of job enrichment on organizational commitment. This information is very useful for organizations that attempt to improve the organizational commitment of their employees. The empowerment program must be able to motivate or improve the job satisfaction of employees. The improvement in work motivation or job satisfaction will be followed by an improvement in the organizational commitment of employees. Empowerment programs that do not motivate or have no influence on the job satisfaction of employees will have no influence on their organizational commitment.

6. Conclusion

Job enrichment through the addition of functional positions is considered as a very appropriate method, thus it should be continued and perfected. This is in line with the government program in which the government should have a wide range of strong functional positions. Job enrichment is an application of Weber's Ideal Bureaucratic Concept, which also reflects the paradigm of new public management. The low assessment regarding the autonomy dimension by respondents indicate that employees do not fully have the authority for decision-making in completing their work. The organization must prevent the intervention of the leaders in the process of employees completing their work, which can be done in several ways, one of which is by establishing technical regulations related to the operational process of completing work tasks.

The empowerment activities must have elements that can motivate and provide job satisfaction to employees. If the activities do not motivate and provide satisfaction, the organizational commitment of employees will not improve. Consequently, organizations have the task to ensure that empowerment activities must provide confidence to employees that their role and performance will have a major impact on the organization. This should not be a difficult problem for the organizations, considering that the employees have good competence in fulfilling their duties and organizational functions. When employees have confidence in their competence and contribute to the organization, the organization should provide opportunities for them to develop themselves and contribute significantly. The new dimension of job satisfaction, namely satisfaction with job location placement, must also be greatly considered by the organization. The result shows that employees were not that satisfied with their current job location placement. The organization must have logical considerations in determining the employees' job location placement. Reasonable and consistent transfers for every employee is viewed as fair and also the best solution for the organization and employees.

The limitation of this study is that the measurement of the empowerment is only limited to psychological empowerment. Chen and Chen (2008), stated that there are 2 approaches to measure empowerment, namely structural and psychological empowerment. The use of these two approaches will provide a more comprehensive understanding of the empowerment variable. Future studies are recommended to use both approaches. This study is a cross-sectional study, which may potentially reduce the explanatory power of the causal relationship (Li et al., 2015; Dimas et al., 2015; Zhao et al., 2016) and affects the generalizability of the research results (Ocen et al., 2016). Future studies may consider the longitudinal or time-lagged approach to examine the causal relationships (Raub & Robert, 2013; Meng et al., 2015).

References

Abdallah, A. B., Obeidat, B. Y. Aqqad, N. O., Al Janini, M., & Dahiyat S. E. (2017). An Integrated Model of Job Involvement, Job Satisfaction and Organizational Commitment: A Structural Analysis in Jordan's Banking Sector. *Communications and Network*, 09 (01), 28–53. https://doi.org/10.4236/cn.2017.91002

Ahmad, A. (2018). The relationship among job characteristics, organizational commitment, and employee turnover intentions: a reciprocation perspective. *Journal of Work-Applied Management*, *10*(1), 74-92. https://doi.org/10.1108/jwam-09-2017-0027

Almulhim, A. F. (2020). Linking Knowledge Sharing to Innovative Work Behaviour: The Role of Psychological Empowerment.

1038

Iman Adi MARTA, I Wayan Gede SUPARTHA, I Gusti Ayu Manuati DEWI, I Made Artha WIBAWA /
Journal of Asian Finance, Economics and Business Vol 8 No 1 (2021) 1031–1040

Journal of Asian Finance, Economics, and Business, 7(9), 549-560. https://doi.org/10.13106/jafeb.2020.vol7.no9.549

Al-Musadieq, M., Nurjannah, Raharjo, K., Solimun, & Fernandes, A. (2018). The mediating effect of work motivation on the influence of job design and organizational culture against human resource performance. *Journal of Management Development*, 37(6), 452-469. https://doi.org/10.1108/jmd-07-2017-0239

Apridar & Marbawi, A. (2018). The effect of job satisfaction and work motivation on organizational commitment and organizational citizenship behavior in the working area of bank Indonesia Lhokseumawe. *Emerald Reach Proceedings Series,* 1, 1-6. https://doi.org/10.1108/978-1-78756-793-1-00063

Azeem, S. M. & Akhtar, N. 2014. Job satisfaction and organizational commitment among public sector employees in Saudi Arabia. *International Journal of Business and Social Science, 5*(7), 127-133. https://doi.org/10.6007/ijarbss/v5-i12/1943

Chen, H. F., & Chen, Y. C. (2008). The impact of work redesign and psychological empowerment on organizational commitment in a changing environment: An example from Taiwan's state-owned enterprises. *Public Personnel Management*, 37(3), 279-302. https://doi.org/10.1177/009102600803700302

Dimas, I. D., Rebelo, T., & Lourenco, P. R. (2015). Learning conditions, member's motivation, and satisfaction: a multilevel analysis. *The Learning Organization, 22*(2), 131-147. https://doi.org/10.1108/tlo-10-2014-0060

Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics,* 33, 144-150. https://doi.org/10.1016/j.iedeen.2019.05.001

Espinosa, S. D. J., & Rakowska, A. (2018). Public sector motivational practices and their effect on job satisfaction: country differences. *European Journal of Management and Business Economics, 27*(2), 141-154. https://doi.org/10.1108/ejmbe-02-2018-0027

Fabi, B., Lacoursiere, R., & Raymond, L. (2015). Impact of high performance work systems of job satisfaction, organizational commitment, and intention to quit, in Canadian organizations. *International Journal of Manpower, 36*(5), 772-790. https://doi.org/10.1108/ijm-01-2014-0005

Fang, M. (2001). Job characteristics and self-efficacy as predictors of organizational commitment. *Proquest Information & Learning UMI*, 1406395.

Fraccaroli, F., Zaniboni, S., & Truxillo, D. (2017). *Job design and old workers. Age Diversity In The Workplace, 17, 139-159.* https://doi.org/10.1108/s1877-636120170000017008

Gagne, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., van den Broeck, A., Aspeli, A., Bellerose, J., Benabou, C., Chemolli, E., Güntert, S., Halvari, H., Indiyastuti, D., Johnson, P., Molstad, M., Naudin, M., Ndao, A., Olafsen, A., Roussel, P., Wang, Z. & Westbye, C. (2014). The multidimensional work motivation scale: Validation evidence in seven languages and nine countries. *European Journal of Work and Organizational Psychology,* 24 (2), 178-196. https://doi.org/10.1080/1359432x.2013.877892

Hackman, J. R. & Oldham, R. G. (1976). Motivation through the design of work: Test of a theory.*Organizational Behaviour and Human Performance, 16(*2), 250-279. https://doi.org/10.1016/0030-5073(76)90016-7

Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. *Procedia-Social and Behavioral Sciences Science Direct,* 229, 298-306. https://doi.org/10.1016/j.sbspro.2016.07.140

Hair, J. F., Hult, G. T. M., Ringle, C.M., and Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling*. Sage, Thousand Oaks, CA.

Humphrey, S. E., Nahrgang, J. D. & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: a meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology, 92*(5), 1332-1356. https://doi.org/10.1037/0021-9010.92.5.1332

Imran, R., Aliil, K., & Mahmoud, A. B. (2017). Teacher's turnover intention : Examining the impact of motivation and organizational commitment. *International Journal of Educational Managemen*t, 31 (6), 828-842.

Islam, T., Tariq, J., & Usman, B. (2018). Transformational leadership and four dimensional commitment: mediating role of job characteristics and moderating role of participative and directive leadership style. *Journal of Management Development, 37*(9), 666-683. https://doi.org/10.1108/jmd-06-2017-0197

Jain, P. & Duggal, T. (2018). Transformational leadership, organizational commitment, emotional intelligence and job autonomy. *Management Research Review,* 41 (9), 1033-1046. https://doi.org/10.1108/mrr-01-2018-0029

Johari, J. & Yahya, K. K. (2016). Job characteristics, work involvement, and job performance of public servants. *European Journal of Training and Development, 40*(7), 554-575. https://doi.org/10.1108/ejtd-07-2015-0051

Kantabutra, S., & Rungruang, P. (2013). Perceived vision-based leadership effects on staff satisfaction and commitment at a Thai energy provider. *Asia-Pasific Journal of Business Administration,* 5 (2), 157-178. https://doi.org/10.1108/17574321311321621

Karim, F. & Rehman, O. (2012). Impact of job satisfaction, perceived organizational justice and employee empowerment on organizational commitment in semi-government organizations in Pakistan. *Contemporary Readings in Law and Social Justice*, 3(4), 92-104.

Kazlauskaite, R., Buciuniene, I., & Turauskas, L. (2012). Organisational andpsychological empowerment in the HRM-performance linkage. *Employee Relations, 34*(2), 138-158. https://doi.org/10.1108/01425451211191869

Kele, A., Mohsin, A., & Lengler, J. (2017). How willing/unwilling are luxury hotels staf to be empowered? a case of east Malaysia.

Tourism Management Perspectives, 22, 44-53. https://doi.org/10.1016/j.tmp.2017.01.006

Kim, B., Lee, G., Murrmann, S. K., & George, T. R. (2012). Motivational effects of empowerment on employees' organizational commitment: a mediating role of management trustworthiness. *Cornell Hospitality Quarterly*, *53*(1), 10-19. https://doi.org/10.1177/1938965511426561

Kong, H., Sun, N., & Yan, Q. (2016). New generation, a psychological empowerment: can empowerment lead to career competencies and career satisfaction?. *International Journal of Contemporary Hospitality Management,* 28 (11), 2553-2569. https://doi.org/10.1108/ijchm-05-2014-0222

Liao, P. & Hsieh, J.Y. (2017). A study of relationship between achievement motivational, interpersonal relationship, and organizational commitment. *International Journal of Culture, Tourism, and Hospitality Research*, 11, 32-35.

Limpanitgul, T., Boonchoo, P., Kulviseachana, S., & Photiyarach, S. (2017). The relationship between empowerement and the three-component model of organizational commitment. *International Conference Tokyo Japan,* 11 (2), 227-242. https://doi.org/10.1108/ijcthr-07-2015-0069

Lunenburg, Fred. C. M.S (2011). Motivating by enriching jobs to make them more interesting and challenging. *International Journal of Management, Business, and Administration, 15*(1), 1-11.

Lung L, S., & Tien H, A. (2002). Constraints of task identity on organizational commitment. *International Journal of ManPower*, *23*(2), 151-165. https://doi.org/10.1108/01437720210428405

Loghmani, M., Taylor, T., & Ramzaninejad, R. (2018). Job characteristics and psychological states of football referees: Implications for job enrichment. *Managing Sport and Leisure Routledge Taylor & Francis Group*, 22 (5), 342-357. https://doi.org/10.1080/23750472.2018.1426488

Mahmood, A., Akhtar, M. N., Talat, U., Shuai, C., & Hyatt, J. C. (2019). Specific HR and employee commitment: the mediating role of job satisfaction. *Employee Relations: The International Journal,* 41 (3), 420-435. https://doi.org/10.1108/er-03-2018-0074

Meyer, J., Stanley, D., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior, 61* (1), 20-52. https://doi.org/10.1006/jvbe.2001.1842

Meng, Yi., Zou, L., He, J., & Luo, C. (2015). Supervisors leadership and health science researchers intrinsic motivation. *Nankai Business Review International, 6*(1), 68-81. https://doi.org/10.1108/nbri-01-2014-0007

Morgeson, F. P., & Humphrey, S. E. (2006). The work design questionnaire (WDQ): developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology, 91*(6), 1321–1339. https://doi.org/10.1037/0021-9010.91.6.1321

Nikpour, A. (2018). Psychological empowerment and organizational innovation: mediating role of job satisfaction and organizational commitment. *International Journal of Organizational Leadership, 7*(2), 106-119. https://doi.org/10.33844/ijol.2018.60421

Ocen, E., Francis, K., & Angundaru, G. (2016). The role of training in building employee commitment : the mediating effect of job satisfaction. *European Journal of Training and Development, 41* (9), 742-757. https://doi.org/10.1108/ejtd-11-2016-0084

O'Reilly, E. N. (2014). Correlations among perceived autonomy support, intrinsic motivation, and learning outcomes in an intensive foreign language program. *Theory and Practices in Language Studies Academy Publisher, 4*(7), 1313-1318. https://doi.org/10.4304/tpls.4.7.1313-1318

Pang, K & Shan-Lu C. (2018). Organizational motivation, employee job satisfaction, and organizational performance: an empirical study of container shipping companies in Taiwan. *Maritime Business Review, 3*(1), 36-52. https://doi.org/10.1108/mabr-03-2018-0007

Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *Journal of Asian Finance, Economics and Business*, *7*(8), 577-588. https://doi.org/10.13106/jafeb.2020.vol7.no8.577

Pelit, E., Ozturk, Y., & Arslanturk, Y. (2011). The effect of employee empowerment on employee job satisfaction: a study on hotels in Turkey. International Journal of Contemporary Hospitality Management, *23*(6), 784-802. https://doi.org/10.1108/09596111111153475

Putri, W. H., & Setianan, A. R. (2019). Job enrichment, organizational commitment, and intention to quit: the mediating role of employee engagement. *Problems and Perspectives in Management*, *17*(2), 518-526. https://doi.org/10.21511/ppm.17(2).2019.40

Raub, S & Robert, C. (2013). Empowerment, organizational commitment, and voice behaviour in the Hospitality Industry: evidence from a multinational sample. *Cornell Hospitality Quarterly*, *54*(2), 136-148. https://doi.org/10.1177/1938965512457240

Raharjo, K., Nurjannah, S., & Fernandes, A. A. (2018). The influence of organizational culture and job design on job commitment and human resource performance. *Journal of Organizational Change Management*, *31*(7), 1346-1367. https://doi.org/10.1108/jocm-07-2017-0286

Ran S, K., Joo, P. B., Taek Y. H., Ho, H. J. (2017). Relationships between golf range user's participation motivation, satisfaction, and excercise adherence intention. *Asia Pacific Journal of Innovation and Entrepreneurship*, *11*(1), 50-62. *https://doi.org/10.1108/apjie-04-2017-016*

Rodriguez, D., Landhegem, H. V., Lasio, V., & Buyens, D. (2017). Determinants of job satisfaction in a lean environment. *International Journal of Lean Six Sigma, 8*(2), 134-152. https://doi.org/10.1108/ijlss-01-2016-0002

1040

Iman Adi MARTA, I Wayan Gede SUPARTHA, I Gusti Ayu Manuati DEWI, I Made Artha WIBAWA /
Journal of Asian Finance, Economics and Business Vol 8 No 1 (2021) 1031–1040

Sabella, A. R., Tasyir, M., Far, E., & Eid, N. L. (2016). The effects of organizational and job characteristics on employees' organizational commitment in arts and culture organizations. *International Journal of Organizational An*alysis*, 24*(5), 1-23. https://doi.org/10.1108/ijoa-08-2015-0900

Saha, S & Kumar, S.P. (2018). Organizational culture as a moderator between affective commitment and job satisfaction. *International Journal of Public Sector Management, 31*(2), 184-206. https://doi.org/10.1108/ijpsm-03-2017-0078

Sahoo, C. K., Beheera, N., & Tripathy, S. K. (2010). Employee empowerment and individual commitment: an analysis from an integrative review of research. *Employment Relations Record, 10*(1), 40-56. https://doi.org/10.4337/9781784711740.00036

Sejjaka, S.K. & Kaawaase, T.K. (2015). Profesionalism, rewards, job satisfaction, and organizational commitment amongs accounting professionals in Uganda. *Journal of Accounting in Emerging Economies, 4*(2), 134-157. https://doi.org/10.1108/jaee-01-2012-0003

Siengthai, S. & Ngarm, P. P. (2016). The interaction effect of job redesign and job satisfaction on employee performance. *Evidence-Based HRM: A Global Forum For Empirical Scholarship, 4*(2), 162-180. https://doi.org/10.1108/ebhrm-01-2015-0001

Slattery, J. P., Selvarajan, T. T., Anderson, J. E. & Sardessai, R. 2010. Relationship between job characteristics and attitudes: a study of temporary employees. *Journal of Applied Social Psychology, 40*(6), 1539-1565. https://doi.org/10.1111/j.1559-1816.2010.00628.x

Spector, P. E. (1985). Measurement of human service staff satisfaction: development of the Job Satisfaction Survey. *American Journal of Community Psychology, 13*(6), 693-713. https://doi.org/10.1007/bf00929796

Spreitzer, G. M. (1995). Psychological empowerment in the workplace, dimensions, measurement, and validation. *Academy of Management Journal, 38*(5), 1442-65. https://doi.org/10.5465/256865

Templeton, G. F., Lewis, B. R., & Snyder, C. A. (2002). Development of a measure for the organizational learning construct. *Journal of Management Information Systems/Fall, 19*(2), 175-218. https://doi.org/10.1080/07421222.2002.11045727

Tran, T, T., & Hung, Q. D. (2020) Factors Affecting Job Motivation among Faculty Members: Evidence from Vietnamese Public Universities. *Journal of Asian Finance, Economics and Business*, *7*(9), 603-611. https://doi.org/10.13106/jafeb.2020.vol7.no9.603

Valaei, N. & Rezaei, S. (2016). Job satisfaction and organizational commitment: an empirical investigation among ICT-SMEs. *Management Research Review, 39*(12), 1663-1694. https://doi.org/10.1108/mrr-09-2015-0216

Yukongdi, V., & Shrestha, P. (2020). The Influence of Affective Commitment, Job Satisfaction and Job Stress on Turnover Intention: A Study of Nepalese Bank Employees. *Review of Integrative Business and Economics Research*, *9*, 88-98.

Zhang, X., & Bartol, K. (2010). Linking empowering leadership and employee creativity : the influence of psychological empowerment, intrinsic motivation, and creativity process engagement. *Academy of Management Journal, 53*(1), 107-128. https://doi.org/10.5465/amj.2010.48037118

Zhao, X., Ghiselli, R., Law, R., & Ma, J. (2016). Motivating frontline employees: Role of job characteristics in work and life satisfaction. *Journal of Hospitality and Tourism Management,* 27, 27-28. https://doi.org/10.1016/j.jhtm.2016.01.010