

THE EFFECT OF EMPLOYEE EMPOWERMENT AND INTRINSIC MOTIVATION ON ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE

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Abstract: The main task of the government is to provide the best service to its citizens. The purpose of this study is to analyze the influence of empowerment and intrinsic motivation toward employee performance with a mediating role of organizational commitment. The research sample consisted of 104 employees at the Civil Registry Office of the Semarang City Government. The data carried out in 2018 and processed with a Partial Least Square Structural Equation Modeling (PLS SEM) using SmartPLS 3.2.8 Profesional License. The result of the analysis shows that empowerment and intrinsic motivation have significant effects on organizational commitment. The research results also find the significant effect of empowerment, intrinsic motivation, and organizational commitment on employee performance. The next research can be done by testing aspects of the organization, both those that are interpersonal within departments and relationships between departments

Keywords: empowerment, intrinsic motivation, organizational commitment, employee performance.

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Population Administration as a system is an inseparable part of Government Administration and State Administration to protect the rights of individual residents, through public services in the form of the issuance of Population documents, in the form of Population Registration Number (NIK); Indonesian Identity Card (e-KTP); Family Card (KK); Civil Registry Deed to ensure legal cer-

tainty and protection of individual residents in realizing their welfare. In this regard, it is necessary to have complete, accurate, and accurate population data to be used as the necessary resources in the preparation of the Regional Development program through the orderly Population Administration.

The Office of Civil Registry (Department of Population and Civil Registration) of Semarang Government has the main task of carrying out regional government affairs in the field of service in population administration and civil registration matters based on the principle of autonomy and assistance tasks. In carrying out its duties, several performance indicators have not yet reached the target in the

realization of its implementation, this can be influenced by the less than optimal performance of employees in the Department of Civil Registry of the Semarang. Based on the performance assessment on The Office of Civil Registry Semarang Government (2017), several performance indicators such as ownership of national identity cards, birth certificates, and child identity cards are still below the target. Based on this result the Office of Civil Registry Semarang Government needs to try to improve its performance so that the specified performance indicators can be achieved targets.

The success of an organization to achieve goals and objectives is largely determined by the performance of leadership and employee performance. Three main factors affect how existing individuals work. These factors are the ability of individuals to do work, the level of effort devoted, and organizational support (Silalahi & Mifka, 2015). An employee is said to be successful in carrying out his work or has good performance if the work results obtained are higher than the performance standards. To find this out, it is necessary to evaluate the performance of every employee in the company (Wilson, 2012). Employee performance is a real behavior displayed by each employee as a work performance generated in accordance with their role in the company (Rivai & Sagala, 2013).

The Office of Civil Registry Semarang employee is aged 25-35 (55%), aged 36-46 (32%), and aged 47-57 (13%). Their last education, the majority of respondents are graduated from Bachelor's Degree (40%), Senior High School (32%), Master's (15%), and Diploma (13%). Based on this data, it is necessary to improve personal capability by training, development, career opportunity to arise their empowerment and intrinsic motivation.

According to Nursyamsi (2012) and Rahmah, Ahmad, and Faidah (2013), factors that can affect employee performance are empowerment, intrinsic motivation, and organizational commitment because there are similarities in the research. The research is also supported by several researchers others (Abbas, 2013; Budianto & Sambung, 2013; Dewi, Rifqi, & Indarti, 2015; Dirianzani, Sugiono, &

Hardiningtyas, 2014; Fitriah & Sudibya, 2015; Linawati, 2014; Pratiwi, 2012; Sariningtyas & Sulistiyani, 2016; Suhermin, 2018; Suwarno, 2014; Waruwu, 2017).

Empowerment is the authority to make decisions in a certain area of operations without having to get the approval of others. Empowerment is an employee engagement that matters (Pratiwi, 2012). Empowering people can be done by moving them from positions that usually only do what is told to, into positions that provide opportunities for more responsibility. Empowerment of employees can make employees fully responsible for what is done, this makes leaders forced to learn to relinquish control, while employees are forced to learn to be responsible for their work and make the right decisions (Fitriah & Sudibya, 2015). Employees who get empowered and feel empowered by the leadership will feel valued their autonomy so that this can improve employee performance. This is consistent with the results of research (Nursyamsi, 2012) and Rohman, Thoyib, and Mandayanti (2012) which states that empowerment affects employee performance. In contrast, the study results of Pratiwi (2012) show the difference that empowerment does not affect employee performance.

Intrinsic motivation is an impulse that arises as a result of a desire to meet unsatisfied needs (Silalahi & Mifka, 2015). Intrinsic motivation occurs when someone is involved in a task for the sake of his pleasure, because it is interesting and fun as the work itself, with self-defined task objectives, for self-satisfaction including work environment, quality of workmates, abilities and freedom and creativity to achieve one's desires (Wirawan, 2013). Employees who are intrinsically motivated will enjoy jobs that enable them to use their creativity and innovation, work with a high degree of autonomy, and do not need to be closely monitored (Hidayati & Ermiyanto, 2017). By providing work motivation, it is expected to improve employee performance. This is consistent with the results of research by Abbas (2013), Rahmah, et al (2013), Suwanto (2014), and Waruwu (2017) which states that intrinsic motivation influences employee performance. However,

in the study of Budianto et al. (2013), Dirianzani et al. (2014) and Linawati (2014) showed that intrinsic motivation did not affect employee performance.

Organizational commitment is a feeling of psychological or physical attachment or attachment to employees of the organization where they work or organizations where they are members (Wirawan, 2013). Organizational commitment is an important work attitude because committed people are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in a company (Kreitner & Kinicki, 2013). Employees who have a high commitment to the organization are shown in the attitude of acceptance, a strong belief in the values and goals of an organization, as well as a strong drive to maintain membership in the organization for the achievement of organizational goals. In addition, highly committed employees try to work optimally with good performance. This is consistent with the research results of Nursyamsi (2012) and Rahmah et al. (2013) which states that organizational commitment affects employee performance.

Based on the background above, the purpose of the research is to analyses "The Effect of Employee Empowerment and Intrinsic Motivation on Employee Performance with Organizational Commitment as Mediating variable at the Civil Registry Office of the Semarang Government"

Hypothesis Development

Effect of Empowerment on Organizational Commitment

Empowerment is the trust of employees at the level where employees influence the work environment, their competence, the meaning of their work, and the autonomy that is valued (Robbins & Judge, 2016). Employee empowerment can make employees fully responsible for what they do, this makes managers forced to learn to give up control, while employees are forced to learn to be responsible for their work and make the right decisions (Fitriah and Sudibya, 2015). Empowerment will have personal control over how to do work and have confidence in the capabilities possessed by results in the form

of organizational commitment (Fitriah and Sudibya, 2015). This is consistent with Nursyamsi (2012), Pratiwi (2012), Suhermin (2018), Dewi et al. (2015), and Fitriah and Sudibya's (2015) research which shows that empowerment influences organizational commitment. Based on these descriptions, the hypotheses in this study are:

H1 : Empowerment has a positive and significant effect on Organizational Commitment.

Effect of Intrinsic Motivation on Organizational Commitment

Intrinsic motivation is a motivation that comes from within a person in the form of awareness of the importance of the benefits of the work carried out (Bangun, 2012). Individuals who are intrinsically motivated will tend to show strength in work and their appearance include resilience, creativity, and excellence when compared to individuals who are extrinsically motivated, who only act when there are appreciation or external factors. Individuals are expected to have and develop intrinsic motivation so that individuals continue to progress and develop (Sariningtyas and Sulistiyani, 2016). The development of the individual concerned can spur his commitment to the organization. This is consistent with the research of Dirianzani et al. (2014) which shows that intrinsic motivation influences organizational commitment. Based on these descriptions, the hypotheses in this study are:

H2: Intrinsic motivation has a positive and significant effect on Organizational Commitment

Organizational Commitment to Employee Performance

Organizational commitment is a feeling of psychological or physical attachment or attachment to employees of the organization where they work or organizations where they are members (Wirawan, 2013). Commitment is a psychological condition that characterizes the relationship between employees and the organization and has implications for the individual's decision to remain or leave the organization. Organizational commitment is related to the proximity of employees or employees of the organi-

zation. Organizational commitment can reflect strength regarding employee engagement and loyalty to the organization, which is indicated by employee performance and loyalty to the organization where the employee works. The involvement and loyalty (commitment) are usually influenced by how much work is charged to employees or subordinates and is always done with optimal performance in accordance with the expectations of the leadership of the organization. This is in accordance with research Nursyamsi (2012) and Rahmah, et al (2013) which shows that organizational commitment affects employee performance. Based on this description, the following hypotheses can be made:

H3: Organizational Commitment has a positive and significant effect on Employee Performance.

Effect of Empowerment on Employee Performance

Empowerment is an effort to make human resources more responsible for their work which can later improve their performance (Fitriah and Sudibya, 2015). There are two characteristics in empowerment, that employees are encouraged to use their initiatives, and employees are not only given authority but are also given resources to make decisions according to their creativity and innovation. Indirectly employees are also encouraged to learn from the results of decisions and their implementation (Yusuf, 2013), to improve the performance of the employees concerned. This is in accordance with the research of Nursyamsi (2012) which shows that empowerment influences employee performance. Based on these descriptions, the hypotheses in this study are:

H4: Empowerment has a positive and significant effect on employee performance.

Effect of Intrinsic Motivation on Employee Performance

Intrinsic motivation is a drive that arises because of a factor in a person (Sutrisno, 2012). Motivation is very necessary because without the motivation of employees are not compelled to produce an improved and good performance. Motivating this

is very difficult because the leader is difficult to know the needs (needs) and desires (wants) needed by subordinates from the results of his work (Suwarno, 2014). To unite the interests and needs of each individual in an organization, providing work motivation to every employee is needed to improve their performance so that in the end it is also expected to increase profits for the company (Linawati, 2014). This is consistent with research by Abbas (2013), Rahmah et al. (2013), Suwarno (2014), and Waruwu (2017) which show that intrinsic motivation influences employee performance. Based on these descriptions, the hypotheses in this study are: H5: Intrinsic motivation has a positive and significant effect on employee performance

METHOD

Sampling and Data Collection

The population in this study was employees of the Civil Registry Office of Semarang Government, a total of 104 people. The data collected in this study uses census technique sampling, that taking all members of the population to be a sample. Data was carried out by surveying through the distribution of questionnaires, from June until July 2018. 20 items were measured by using a Likert scale of 1 (strongly disagree) to 5 (strongly agree)

Measurement

Empowerment is the authority to make decisions in a certain area of operational activities without having to obtain authorization from others (Pratiwi, 2012). Intrinsic motivation is a motivation that comes from within a person in the form of awareness of the importance of the benefits of the work carried out (Bangun, 2012). Organizational commitment is the identification and bonding of a person to an organization (Moorhead & Griffin, 2013). Performance is a real behavior displayed by each employee as a work achievement generated in accordance with its role in the company (Rivai and Sagala, 2013). Measurement of respondents' assessment of variables used a Likert scale, with five levels namely 1 = strongly disagree prior to 5 = strongly agree.

Data Analysis

This study uses a second generation multivariate statistical tool namely Partial Least Square Structural Equation Modeling (PLS-SEM) to test the developed model. PLS SEM can test all complex models in one way correlate latent variables and measure items together (Hair, Sarstedt, Pieper, & Ringle, 2012). PLS-SEM does not depend on the assumption of normality because it is a non-parametric statistic (Ghozali & Latan, 2015). The reason for using PLS-SEM is that it can be used on complex models, small samples, and abnormal data (Latan et al., 2018).

SmartPLS Software 3.2.8 is a milestone in latent variable modeling. It combines state of the art methods (e.g., PLS-POS, IPMA, complex bootstrapping routines) with an easy to use and intuitive graphical user interface (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017).

The first stage of PLS -SEM is assessing the measurement model (outer model), the convergent validity of the loading factor value of each indicator required above 0.7, reliability test with Cronbach's Alpha, rho_A, and construct reliability (CR) just above 0.7. The other Average Variance Error (AVE) at above 0.5. The second stage tests the structural model (inner model) in PLS-SEM. The assessment of the model with PLS-SEM starts by looking at the

R-square adjusted for each dependent variable. Changes in the value of R-square adjusted can be used to assess the effect of certain exogenous variables on endogenous latent variables that have substantive effects. The path analysis is shown from the T-statistic value, it must be above 1.64 for acceptance of the one-tailed hypothesis (Jogiyanto & Abdillah, 2009).

RESULTS

Descriptive of Respondent

Respondents who participated in this study were 104, with a composition of 47% men and 53% women. The majority of respondents are aged 25-35 (55%), aged 36-46 (32%), and aged 47-57 (13%). Based on the last education, the majority of respondents are graduated from Bachelor's Degree (40%), Senior High School (32%), Master's (15%), and Diploma (13%).

Partial Least Square

Data analysis with Partial Least Square (PLS), was divided into two, namely testing the measurement model and evaluating the structural model, carried out with the help of the SmartPLS 3.2.8 (Ringle, Wende, & Becker, 2015). The loading factor and path estimate graphical result can be described in Figure 1.

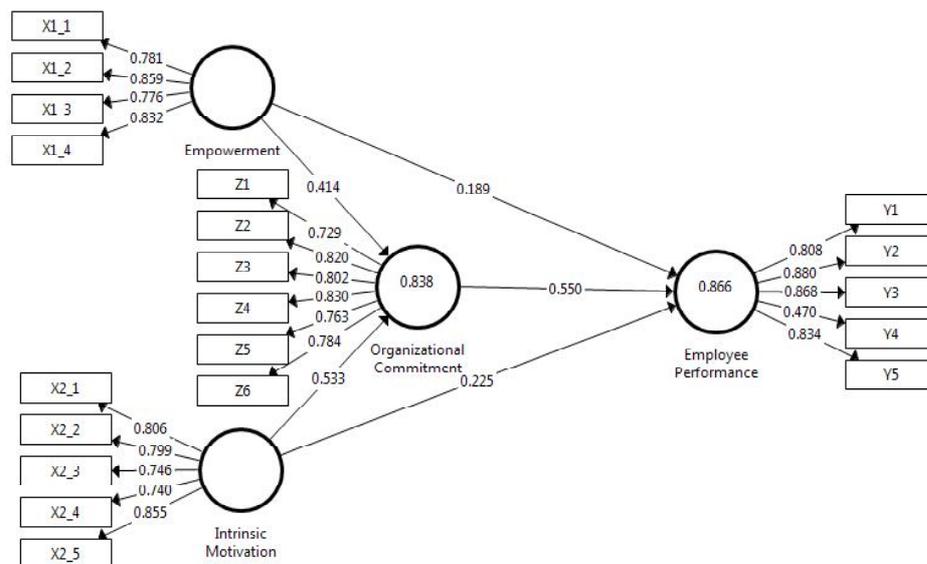


Figure 1 The PLS Algorithm Result

Measurement Test

Evaluation of measurement models in this study was done through convergent validity (Table 1) and construct reliability (Table 2).

Convergent validity test results in Table 1 can be explained all the indicators in the model already

have a loading factor above 0.7 except the indicator *having the ability or skills in the field undertaken*. However, because of the t-statistic 5.611 above the limit value of 1.96, the indicator is still maintained.

Table 1 Convergent Validity Test Result

Variable and Indicator	Loading Factor	T Statistics
Empowerment		
a. The value of organizational goals is done from the relation-ship to the idealism or individual standards	0.781	25.197
b. Individual trust in their ability to carry out activities using the expertise they have	0.859	44.358
c. Bosses give encouragement and enthusiasm for your deve-lop-ment at work	0.776	20.251
d. Management gives autonomy to the work	0.832	29.156
Intrinsic Motivation		
a. Responsible for any work given	0.806	27.196
b. Want to achieve success at work	0.799	25.047
c. The work given is interesting	0.746	22.881
d. Received awards during work	0.740	16.141
e. Institutions provide opportunities for growth	0.855	33.453
Organizational Commitment		
a. Spend a career in the organization	0.729	16.102
b. Proud of the organization	0.820	29.775
c. A sense of belonging to the organization	0.802	26.653
d. Do not want to leave the organization	0.830	29.618
e. Feel part of the organization	0.763	23.048
f. Feel attached to the organization	0,784	20.868
Employee Performance		
a. Able to work on time	0.808	17.134
b. Able to complete the work according to the number of jobs	0.880	41.691
c. Able to work efficiently	0.868	33.645
d. Having the ability or skills in the field undertaken	0.470	5.611
e. Can work together with other colleagues	0.834	29.996

Table 2 Reliability Test Result

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Empowerment	0.828	0.833	0.886	0.661
Intrinsic Motivation	0.849	0.851	0.893	0.625
Organizational Commitment	0.878	0.880	0.908	0.622
Employee Performance	0.837	0.875	0.887	0.619

The results in Table 2 are stated to meet the required construct reliability because the Cronbach's Alpha, rho_A, and Composite Reliability values are above 0.7, while the Average Variance Error (AVE) value is above 0.5.

Structural Model

After the first step through the factor confirmatory test known that all indicators are valid and reliable, the next step is to assess the results of structural models and hypotheses tests. Significance testing between lines was carried out with a bootstrap method of 5000 resamples to obtain the stability of the results.

Table 3 Hypothesis Test Result

Direct Effect	Estimate	T Statistics	P Values
Empowerment → Employee Performance	0.189	2.525	0.012
Empowerment → Organizational Commitment	0.414	4.877	0.000
Intrinsic Motivation → Employee Performance	0.225	2.647	0.008
Intrinsic Motivation → Organizational Commitment	0.533	6.369	0.000
Organizational Commitment → Employee Performance	0.550	6.543	0.000
	R Square	R Square Adjusted	
Organizational Commitment	0.838	0.835	
Employee Performance	0.866	0.862	

The results of the calculation of direct influence in Table 3 can be seen that all estimate values are positive, with T-statistics greater than T-table 1.64 and P-values less than 0.05. Based on these values five hypotheses are supported by empirical data so that they can be accepted.

The next result is known as the value of R-Square Adjusted for organizational commitment is 0.835 and employee performance is 0.862 enter the criteria of high, which means that the influence of exogenous variables on endogenous variables has substantive effects. Chin (1998) stated R² value between 0.02 and 0.19 is a small predictive capability, between 0.20 to 0.33 is moderate, and the value obtained is above 0.33 is substantial capability. Based on the R-square values, this study used the Stone-Geiser Q-square test to validate the predictive ability of the model. The mathematical formula for calculating Q² is:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0.838)(1 - 0.866)$$

$$Q^2 = 0.978 = 97,8\%$$

The Q-square calculation result shows value is 0.978 or 97,8%, it concluded that the model has a high predictive capability.

Besides Q-square, to validate the combination of measurement models and structural models, this study uses a Goodness of Fit (GoF). Tenenhaus et al. (2005) describe the GoF is a single measure of validation of PLS, which can be calculated from the square root of the multiplication result of communality with the average R-square. The communality value is obtained from the average loading factor which is squared, while the average R-square (R²) value is obtained from endogenous variables. GoF values range from 0-1, with the interpretation of GoF is small when it is 0.1, medium when it is 0.25, and large when it is 0.36. The calculation of GoF as below:

$$GoF = \sqrt{Com \times R^2}$$

$$GoF = \sqrt{0,63 \times 0,85}$$

$$GoF = 0,73$$

Based on the factor loading values in Table 1 and R-square in Table 3, the calculation results above obtained a GoF value is 0.73 (large GoF). These results explain that overall the model is valid and can be accepted.

Mediation Test

In addition, this study analyzes the mediating role of organizational commitment on the effect of

empowerment and intrinsic motivation on employee performance as an indirect effect. Based on Table 4, it can be seen that the t-statistic value is above 1.64 with a probability value below 0.05. These results indicate the importance of organizational commitment as a mediator of the relationship between empowerment and intrinsic motivation with employee performance

Table 4 Mediation Test Result

Indirect Effect	Estimate	T Statistics	P Values
Empowerment → Organizational Commitment → Employee Performance	0.228	3.608	0.000
Intrinsic Motivation → Organizational Commitment → Employee Performance	0.293	4.828	0.000

DISCUSSION

The arise of the empowerment carried out within the company, the greater the role of employees, namely employees will emit more work capabilities to support the work process so that empowerment will have an impact on increasing commitment to work better. Based on the results of the research findings show that for empowerment can be further enhanced by giving encouragement and enthusiasm from superiors, that every day before carrying out the duties of superiors can do briefing as a form of providing support and motivation as well as input work methods that need to be done to continue to produce quality nice work. This will be able to increase empowerment for employees so they can commit to working better. Employees also need to be given more autonomy in working to have a higher role such as gaining freedom to determine work processes that are felt to be easier to provide services such as by opening mobile services such as in various sub-districts or village office to produce birth certificates, family cards, deeds marriage and so on to avoid long queues or piling up at the Semarang Government’s Office of Civil Registry. By giving freedom to determine ways that make it easier to carry out the task then this will make employees more committed to work better. The results obtained support the research of Nursyamsi

(2012), Pratiwi (2012), Suhermin (2012), Dewi (2015), and Fitriah and Sudibya (2015) which show that empowerment influences organizational commitment.

Intrinsic motivation is proven to affect organizational commitment. For employees who have motivation from within themselves because it is based on the work carried out is very beneficial for themselves and for other parties such as influencing the progress of the company, this will make them committed to work better. The results of the study show that intrinsic motivation can be further enhanced by giving higher rewards to employees when they perform like rewards so that they can motivate more employees because their efforts get more comparable rewards and this makes them more committed to working more. The agency also gives more opportunities for employees to develop by facilitating career advancement or positions for those employees who are actively doing various training and can apply the knowledge gained from training to carry out tasks so that they are more competent in carrying out tasks. The results obtained support the research of Dirianzani et al. (2014) which shows that intrinsic motivation influences organizational commitment.

Organizational commitment is proven to affect employee performance, employees who have a high

commitment to where they work then they will give all their work capabilities for the development of the company so that employees who are committed to work will show better performance. Based on the commitment shown by the employees, for some form of commitment, there needs to be an increase such as a commitment based on pride which is to provide understanding for employees so that they can achieve work targets in various ways such as more actively conducting socialization by visiting the community to make Indonesian identity card (e-KTPs) and deeds birth so that if the work target is achieved it shows good performance of the employees at the same time will make employees feel proud. Commitment not to leave the agency also needs to be increased as for employees who have worked long enough like 10 years can be given an additional higher employee income than employees who work under 10 years to keep the employee from moving away if there is an opportunity to move to the office others in the Semarang City Government. This is because employees who have worked long enough are usually bored and want to get an atmosphere at work so consider if there is an opportunity to move to another place. With efforts to continue to keep employees working at the Semarang Government Population and Civil Registry Office, they will only concentrate more on the work undertaken at this office, so that they can produce a good performance. Employees must also increase their attachment to the Office of Population and Civil Registry of the Semarang Government, namely by providing more diverse tasks such as for those employees who have finished their duties so they can be given the task of carrying out other work so that ongoing tasks make employees feel more bound because it has the responsibility of carrying out various jobs, so this will make the employees will continue to focus on working and can support the performance improvement of the Semarang Government's Population and Civil Registry Office. The results obtained support the research of Nursyamsi (2012) and Rahmah et al. (2013) which show that organizational commitment influences employee performance.

Empowerment has proven to affect employee performance. This is based on if employees are

more empowered in terms of knowledge and skills in work and their authority in work will be further enhanced they will have a more maximal role in carrying out tasks so that the results obtained will also be better. Based on the results of the research findings show that to further enhance the empowerment of employees there needs to be a greater role from superiors that is to encourage and encourage employees to be more developed as more encouraging to participate in various work training that can increase their skills in work and show real action by frequently doing work training outside of the job training that is routinely carried out. By empowering employees through increased workability, this will have an impact on the better performance of employees. Employees also need to be given more autonomy in working to have a higher role as currently, the Department of Civil Registry of the Semarang City Government has conducted various online services such as birth certificates so in this case autonomy can be given to employees by giving freedom to socialize in various media so that it is better known to the wider community, so that if the wider community knows about it and would prefer to do online services then this will be more supportive of improving performance because online services will be easier and more practical and speed up service than coming directly to the Civil Registry Semarang Government. The results obtained support the research of Nursyamsi (2012) which shows that empowerment influences employee performance.

Intrinsic motivation is proven to affect employee performance. There is a desire from within oneself to be achieved when carrying out tasks such as wanting to get high compensation when carrying out tasks and feeling satisfied when able to carry out tasks properly then this will make employees will work better so that their desires are achieved and this will have an impact on the good performance of the employees. The results of the study show that intrinsic motivation can be further enhanced by giving higher rewards to employees such as high achieving employees who get additional higher income allowances so that they will further motivate them to work better and will have an im-

impact on improving performance which is also higher. The agency also needs to determine a more appropriate policy in terms of employee development, which is to make an appropriate classification between employee competencies with the type of task area undertaken so that employees get the right task field according to competence so that it can facilitate career advancement. With the certainty of career development in the future, this will make employees more motivated to improve their performance so that it is easier to get career advancement. The results obtained support the research of Abbas (2013), Rahmah et al. (2013), Suwarno (2014), and Waruwu (2017) which show that intrinsic motivation influences employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The results show the significant effect of employee empowerment and intrinsic motivation on organizational commitment. Furthermore, organizational commitment has a significant effect on employee performance. Specifically, based on the mediation test, organizational commitment has a significant effect as a mediating role of empowerment and intrinsic motivation on employee performance. The theoretical implication shows that the Human Resource Management strategy plays an important role in updating employee competence through employee empowerment and intrinsic motivation, because they are proved as an investment to improve employee performance in response to the strength of the internal and external environment. The managerial implication shows that the Head Office of Civil Registry of Semarang Government need to collaborate with Mayor and staffs on how to support in increasing motivation and empowerment by some programs, such as training and development so that the knowledge and skills learned can be effectively executed to give the best service to its citizens.

Recommendation

The next research can be done by testing aspects of the organization, both those that are inter-

personal within departments and relationships between departments. A thorough study of individual and organizational aspects will contribute to the progress of the organization

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