


# The influence of human resource empowerment, work commitment, and organizational culture on employee performance at PT. Ihsanindo sukses makmur

Noviyadi<sup>1\*</sup>, Tussi Sulistyowati<sup>2</sup>, Wasiman<sup>3</sup>

<sup>1,2</sup>Student of Magister Management, Putera Batam University, Batam, Indonesia, <sup>3</sup>Lecturer of Magister Management, Putera Batam University, Batam, Indonesia

Article Info	ABSTRACT
<b>Keywords:</b> Human Resources Empowerment, Work Commitment, Organizational Culture, Employee Performance	The primary objective of this research is to scrutinize the influence of Human Resource Empowerment, Work Commitment, and Organizational Culture on employee performance at PT Ihsanindo Sukses Makmur in Batam. Employing multilinear regression analysis with SPSS 27, the study aims to furnish comprehensive insights into both the individual and collective impacts of these factors. Employing a quantitative approach, the research includes a population of 288 employees, and a sample of 167 respondents chosen through the Slovin formula and random sampling. The aim is to yield statistically significant findings, supported by key metrics such as regression coefficients, t-test results, and an F-test value. The overarching goal is to contribute to a profound understanding of the intricate dynamics shaping colleague performance within the organizational context. The subsequent findings uncover substantial and independent impacts of Human Resource Empowerment, Work Commitment, and Organizational Culture on employee performance. These variables collectively exert a robust and statistically significant influence on performance, highlighted by a calculated regression coefficient of 7.107 and an F-test value of 149.301, surpassing the tabulated threshold. The acceptance of study hypotheses underscores a substantial and positive relationship between these factors and employee performance at PT Ihsanindo Sukses Makmur.
This is an open access article under the <a href="#">CC BY-NC</a> license 	<b>Corresponding Author:</b> Noviyadi Student of Magister Management, Putera Batam University, Batam, Indonesia <a href="mailto:pb222120013@upbatam.ac.id">pb222120013@upbatam.ac.id</a>

## INTRODUCTION

An organization's essential components include its human resources, integral for achieving predetermined objectives [1]. Effective human resource management is pivotal, as skilled personnel significantly contribute to organizational success [2]. PT Ihsanindo Sukses Makmur, a provider of online services, places a strong emphasis on building customer trust through its network of service partners [3]. The company aspires to broaden its services and boasts a substantial number of service partners in various capacities.

The empowerment of human resources at PT Ihsanindo Sukses Makmur, with a specific focus on service partners' familiarity with SOPs, is considered indispensable. The

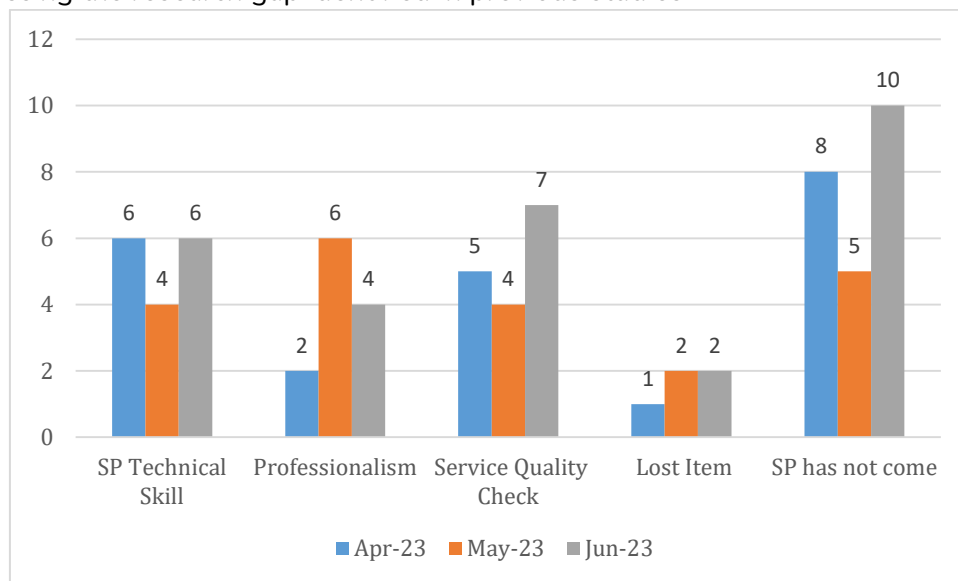
company values commitment from its service partners, expecting them to take pride in the organization and actively contribute to its overall success. Employee performance, serving as a benchmark for an individual or group's ability to attain established goals, holds significant importance for organizational advancement.

**Table 1.** Number of PT Ihsanindo Sukses Makmur Service Partners

No	Position	Number
1	Massage Service Partners	197
2	Home Cleaning Service Partners	288
3	Beauty Salon Service Partners	135
Total		620

Source: PT Ihsanindo Sukses Makmur, 2023

Existing challenges include a decline in service quality and an increase in customer complaints, as depicted in Figure 1. These problems are linked to deviations from SOPs and an overall reduction in employee commitment, as evidenced by the rising number of complaints from April to June 2023. The importance of effective human resource empowerment, commitment, and organizational culture is emphasized, with a specific focus on addressing the research gap identified in previous studies.



**Figure 1.** Data Feedback Form or Customer Complaints in the Last 3 Months  
 Source: PT Ihsanindo Sukses Makmur, 2023

In addition to the mentioned organizational phenomena, there are varying outcomes (research gaps) from previous studies. [4]’s, titled “The Influence of Self-Efficacy, Empowerment, and Organizational Culture on Employee Performance at the Office of Public Works and Spatial Planning in North Sulawesi,” found no significant impact of empowerment on employee performance. On the other hand, [5]’s, titled “The Influence of

Organizational Commitment and Organizational Culture on Employee Performance,” revealed a pronounced impact of organizational commitment on employee performance.

Given these organizational phenomena and research gaps, the author chose the title “The Influence of Human Resource Empowerment, Work Commitment, and Organizational Culture on Employee Performance at PT Ihsanindo Sukses Makmur.” The research aims to delve into the influence of human resource empowerment, work commitment, and organizational culture on the employee (service partners) performance of at PT Ihsanindo Sukses Makmur.

## **Literature Review**

### **Employee Performance**

Employee performance is a crucial aspect, symbolizing acknowledgment and attention from superiors. This evaluation serves as a catalyst for heightened enthusiasm, offering opportunities for promotion and recognition to high achievers, while underperformers may face reassignment or demotion [6], [7]. Performance is the measurable outcome of functions or indicators within a job over a specific time frame [8]. It represents an individual’s or group’s willingness to execute activities in line with responsibilities, producing anticipated results [9]. Evaluating performance involves a holistic examination of success compared to predefined standards [10]. Employee performance is crucial for organizational productivity, influenced by leadership, work discipline, and compensation [11].

### **Human Resources Empowerment**

Empowerment, an integral part of development through employee involvement, involves delegating authority for tasks and decision-making, recognizing the potential contribution of every employee [12]. It embodies decentralization by engaging subordinates in decision-making and providing autonomy, authority, and trust for optimal task completion [13]. Essentially, empowerment fosters individual growth through personal development, enhancing competencies, confidence, authority, and responsibility to enhance organizational performance [14]. It signifies meaningful employee involvement beyond mere input, emphasizing the harnessing of human potential for organizational advancement [15].

### **Work Commitment**

Work commitment, synonymous with organizational commitment, reflects employees’ recognition and substantial engagement within a specific company[16]. This behavioral aspect serves as a common metric to gauge employees’ inclinations [17]. It represents a state where employees choose alignment, actively contributing to the actualization of the company’s mission and vision, expressing a desire to endure as employees in that particular company[18]. Functioning as a more comprehensive loyalty model, work commitment is measured by employees’ sustained interest in their workplace, with committed individuals more likely to adhere to the company’s values and regulations[19]. Conversely, low work commitment may manifest as a lack of enthusiasm and suboptimal performance[20]. Essentially, work commitment signifies employees aligning with a specific company, its vision, and mission, demonstrating determination to

persist as valuable contributors[21]. Active involvement, not mere passivity, defines this commitment [22]. In essence, work commitment is vital for individual performance in the professional sphere, representing a conscious acceptance of consequences for one’s actions[23].

### Organizational Culture

Culture is the result of human creation used in daily life, impacting societal patterns over time [24]. Organizational culture emerges from merging individual cultural styles into new norms, energizing the group to achieve specific goals [25]. It involves the formation of repetitive habits that shape values and lifestyles [26]. Shaping the organizational culture entails incorporating measures that synchronize the values of members with those upheld by the organization[27]. Organizational culture comprises norms [28], beliefs[29], and habits [30] that evolve over time, directing the activities of the organization.

### Conceptual framework

From the aforementioned details, the research framework can be constructed as follows:

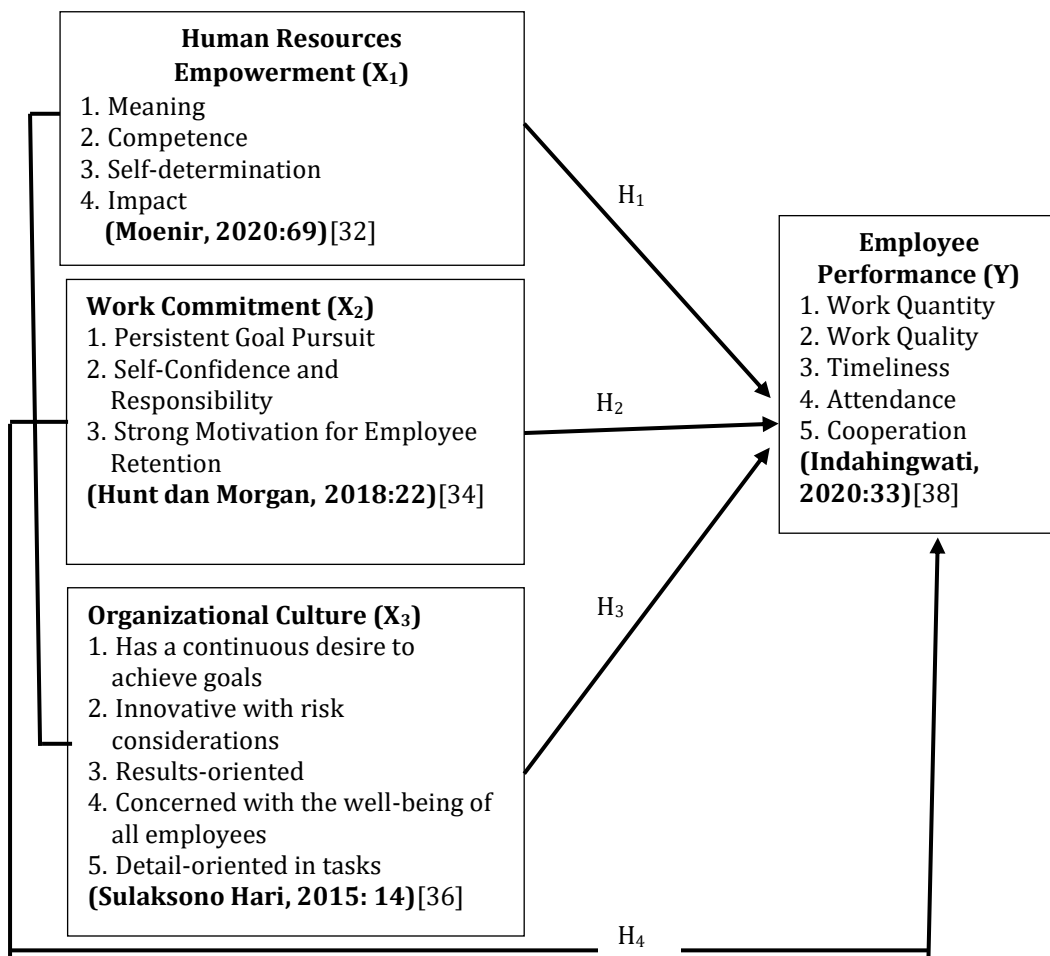


Figure 2. Conceptual Framework

### Research Hypothesis

Derived from the problem formulation and conceptual framework presented earlier, the researcher proposes the following research hypothesis:

- H1 :Human resource empowerment significantly and positively impacts employee performance at PT Ihsanindo Sukses Makmur.
- H2 : Work commitment significantly and positively impacts employee performance at PT Ihsanindo Sukses Makmur.
- H3 :Organizational culture significantly and positively impacts employee performance at PT Ihsanindo Sukses Makmur.
- H4 :The collective impact of human resource empowerment, work commitment, and organizational culture significantly and positively influences employee performance at PT Ihsanindo Sukses Makmur.

## METHOD

### Types of research

The design adopts a quantitative approach, encompassing both descriptive and associative elements that include measurements, calculations, and numerical data certainty. The selected descriptive analysis method entails data processing to understand and summarize the research conditions. Employing a survey research type, the study utilizes a questionnaire technique with colleagues at PT. Ihsanindo Sukses Makmur as respondents.

### Location and Time of Research

The location for this research is the office of PT Ihsanindo Sukses Makmur, located at Jalan Kampus UNKRIS 1/7a, Jati Cempaka Pondok Gede Bekasi, Indonesia.

### Sampling technique

Sampling involves studying a portion of the population, chosen due to constraints like budget, time, and manpower when it's impractical to study the entire population[31]. For populations with fewer than 100 subjects, it's advisable to include all, making it a population study. For larger populations, 10-15%, 20-25%, or more can be selected based on research capabilities. In this study, the researcher narrowed down the population of 288 employees using the Slovin technique to determine the sample size [31]. The Slovin formula was employed because it ensures the sample's representativeness for generalizing the research findings and involves straightforward calculations without requiring a sample size table. For this study, with a population of 288 colleagues at Home Cleaning PT Ihsanindo Sukses Makmur, the calculated sample size is 167.44, rounded up to 167 respondents.

### Types of Research Data

The method of data collection employed is the questionnaire method, involving the presentation of written questions or information to respondents. In this context, questionnaires were distributed to colleagues at PT Ihsanindo Sukses Makmur.

## Operational Definition of Research Variables

**Table 2.** Number of PT Ihsanindo Sukses Makmur Service Partners

Variable	Definition	Indicator	Size
Human Resource Empowerment (X <sub>1</sub> ) (Moenir, 2020:69)[32]	Empowerment, an integral part of development through employee involvement, involves delegating authority for tasks and decision-making, recognizing the potential contribution of every employee (Handoko, 2018:23) [33].	1. Meaning 2. Competence 3. Self-determination 4. Impact	Likert
Work Commitment (X <sub>2</sub> ) (Hunt dan Morgan, 2018:22) [34]	Work commitment, synonymous with organizational commitment, reflects employees' recognition and substantial engagement within a specific company. This behavioral aspect serves as a common metric to gauge employees' inclinations (Surajiyo et al, 2020:31) [35].	1. Has a desire to continually strive to achieve company goals 2. Has self-confidence and responsibility for all company goals and values 3. Has a strong motivation to maintain oneself as an employee in the company	Likert
Organizational Culture (X <sub>3</sub> ) (Sulaksono Hari, 2015: 14) [36]	Organizational culture emerges from merging individual cultural styles into new norms, energizing the group to achieve specific goals (Balqis, 2022:102) [37].	1. Has a desire to continually strive to achieve goals 2. Innovative considering risks 3. Results-oriented 4. Oriented towards all employee interests 5. Detail-oriented in tasks	Likert
Employee Performance (Y) (Indahingwati, 2020:33)[38]	Performance is the measurable outcome of functions or indicators within a job over a specific time frame (Gultom, 2019:22) [39].	1. Work Quantity 2. Work Quality 3. Timeliness 4. Attendance 5. Cooperation	Likert

### Measurement Scale

The chosen method for data gathering method employed in this study involves distributing questionnaires, where respondents are provided with inquiries related to the variables under investigation. Each participant is tasked with expressing their opinions and perceptions by assigning scores on a Likert scale ranging from 1 to 5. The Likert scale's versatility and ability to capture nuanced responses make it suitable for subsequent



parametric analyses, such as regression analysis, facilitating a comprehensive understanding of the participants' perspectives on the study variables [31].

### Data Analysis Techniques

The analysis of the data for this study involves the utilization of SPSS 27. This methodology assists in understanding the interdependencies among variables and evaluating the hypothesized relationships within the study framework.

### Hypothesis test

In the study, a hypothesis test is employed to validate proposed relationships between variables. SPSS 27, a statistical software, is utilized for systematic data analysis. SPSS facilitates the application of various statistical techniques to assess hypothesized relationships within the study framework, revealing patterns and trends. This aids researchers in drawing meaningful conclusions and insights about the interplay between human resources, work commitment, organizational culture, and employee performance at PT Ihsanindo Sukses Makmur by determining the statistical significance of observed patterns.

## RESULT AND DISCUSSION

### Results of the Classic Assumption Test

#### Normality Test

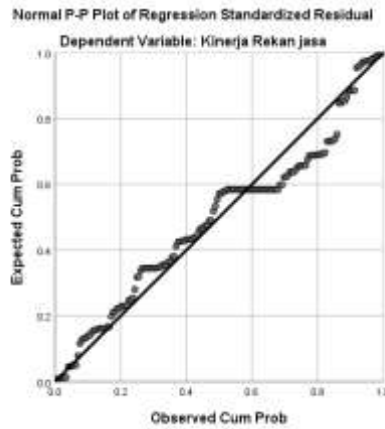
The purpose of the normality examination is to ascertain the distribution of each variable, assessing whether it follows a normal distribution [40]. The test of Kolmogorov-Smirnov is utilized for conducting the test for normal distribution on the data within this investigation. If the significance value (sig) exceeds 0.05, the data is considered distributed in a normal manner; otherwise, if the sig value is less than 0.05, the data is deemed to exhibit non-normal distribution. The outcomes of the normality test conducted in this study is outlined as follows:

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Predicted Value
N		167
Normal Parameters <sup>a,b</sup>	Mean	44.1556886
	Std. Deviation	4.10214923
Most Extreme Differences	Absolute	0.148
	Positive	0.099
	Negative	-0.148
Test Statistic		0.148
Asymp. Sig. (2-tailed)		.000 <sup>c</sup>
a. Test distribution is Normal.		

Source: Data processed using SPSS version 27.00

The outcomes of the P Plot test in this study are visible in the following Figure 1:



**Figure 3** P Plot Test Results

Source: Data processed using SPSS version 27.00

Referring to Table 3, it is evident that the significance value (sig) is below 0.05, precisely 0.000. Consequently, the conclusion can be drawn that the residual data follows a distribution that is normal, fulfilling the assumption pertaining to normal distribution for the regression model.

**Multicollinearity Test**

The objective of the multicollinearity test is to examine possible correlations among independent variables within the regression model [41]. An ideal regression model should ideally exhibit no correlations among independent variables. The outcomes of the multicollinearity test are presented in the following Table 4.2:

**Table 4** Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Human Resources Empowerment	0.308	3.245
Work Commitment	0.265	3.770
Organizational Culture	0.334	2.991

a. Dependent Variable: Employee Performance

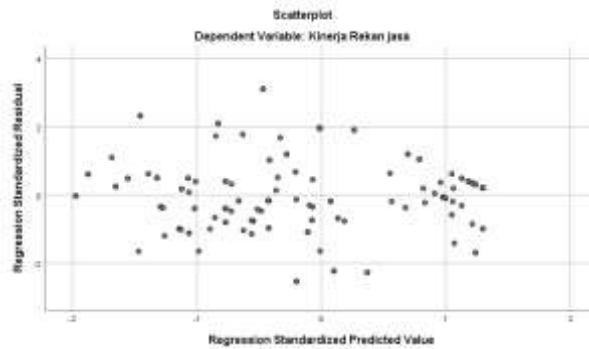
Source: Data processed using SPSS version 27.00

Referring to the presented Table 4.2, it is evident that all utilized independent variables exhibit tolerance values exceeding 0.10 and VIF values below 10. Consequently, one can deduce that there is an absence of multicollinearity among the predictor variables incorporated within the regression model.



### Heteroskedasticity Test

The objective of the heteroskedasticity test is to evaluate whether there exists a variance difference from one observation to another [42]. An ideal regression model demonstrates homoskedasticity, indicating the absence of heteroskedasticity. One method to identify heteroskedasticity is by scrutinizing a scatterplot. The outcomes of the heteroskedasticity test in this study are depicted in Figure 2 below:



**Figure 4** Heteroskedasticity Test Results

Source: Data processed using SPSS version 27.00

Analyzing the scatterplot results presented in Figure 4, it is evident that the points lack a discernible pattern, scattering both beyond and beneath zero mark on the Y-axis. Hence, the conclusion can be drawn that heteroskedasticity is not present.

### Autocorrelation Test

This autocorrelation test aims to examine if there is a correlation of disturbances in a regression model between period  $t$  and the previous period ( $t-1$ ). If there is correlation, it is said that autocorrelation has occurred [43]. A good model should not exhibit autocorrelation. Autocorrelation issues are often experienced in time series data. The autocorrelation test in this study employs the Durbin Watson test. If the Durbin Watson value falls between  $dU$  and  $4-dU$ , it is said that there is no autocorrelation in the data. The following are the results of the autocorrelation test for the first model:

**Table 5** Results of the Durbin Watson Test for the Model

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.856 <sup>a</sup>	0.733	0.728	2.497	1.956

a. Predictors: (Constant), Organizational Culture, Work Commitment, Human Resource Empowerment  
 b. Dependent Variable: Employee Performance

Source: Data processed using SPSS version 27.00

Based on the provided table, it is evident that the Durbin Watson value for Model 1 is 2.000. The autocorrelation-free region for the sample size (n) of 167 and the number of independent variables (k) of 2 is 1.7616 (dU) to 2.2384 (4-dU). Because 2.000 is still within the above range ( $2.2384 > 1.956 > 1.7616$ ), It can be asserted that this model is not subject to autocorrelation.

### Results of the Coefficient of Determination R<sup>2</sup> Test

The determination coefficient (R<sup>2</sup>) functions as a measure to gauge the model's capacity to elucidate the dependent variables. This value ranges from zero to one and is determined by the Adjusted R-square value. The outcomes of the R<sup>2</sup> coefficient of determination test are displayed in Table 6 below:

**Table 6** Results of the R<sup>2</sup> Coefficient of Determination Test

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.856 <sup>a</sup>	0.733	0.728	2.497	1.956
a. Predictors: (Constant), Organizational Culture, Work Commitment, Human Resource Empowerment					
b. Dependent Variable: Employee Performance					

Source: Data processed using SPSS version 27.00

### Results of the F Test

The F statistical test assesses whether the independent variables in the model jointly exert a significant impact on the dependent variable. The findings of the F statistical test are presented in Table 7 below:

**Table 7** Results of the F Statistical Test

ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2793.39	3	931.13	149.3	.000 <sup>b</sup>
	Residual	1016.57	163	6.237		
	Total	3809.95	166			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organizational Culture, Human Resource Empowerment, Work Commitment						

Source: Data processed using SPSS version 27.00

According to the research findings from the F test, it is evident that the computed F value is 149.301, surpassing the tabulated F value of 2.47. This discrepancy indicates that the calculated F value exceeds the tabulated F value. Consequently, the null hypothesis

(H<sub>0</sub>) is refuted, and the alternative hypothesis (H<sub>a</sub>) is embraced. This implies a significant influence of Human Resource Empowerment, Work Commitment, and Organizational Culture on Employee Performance.

## CONCLUSION

The research on the influence of Human Resource Empowerment, Work Commitment, and Organizational Culture on the Performance of Colleagues at PT Ihsanindo Sukses Makmur yields significant insights. Human Resource Empowerment, observed to contribute 24.2% to performance variation, exhibits a positive and noteworthy impact. Similarly, Work Commitment plays a substantial role, influencing 50.9% of the variation. Organizational Culture emerges as a key factor, explaining 34.8% of the variance. Importantly, these influences stand independently, with each variable uniquely contributing to employee performance. Furthermore, a holistic examination considering all variables concurrently reveals a robust and statistically significant collective impact on employee performance. The calculated regression coefficient of 7.107 and an F-test value of 149.301, surpassing the tabulated value, underscore a strong overall influence. Consequently, the acceptance of study hypotheses affirms a substantial and positive relationship between Human Resource Empowerment, Work Commitment, Organizational Culture, and employee performance at PT Ihsanindo Sukses Makmur.

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