

# The Influence of Individual Characteristics and Employee Empowerment on Organizational Commitment with Self-Efficacy as a Moderation Variable

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## ARTICLE INFO

### *JEL Classification:*

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**Received:** 03-02-2025

**Revised:** 12-02-2025

**Accepted:** 21-02-2025

**Published:** 28-02-2025

### **Keywords:**

Individual Characteristics,  
Employee Empowerment,  
Self-Efficacy, Organizational  
Commitment.



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## Abstract

Organizational commitment is an interesting phenomenon because of the importance of a person's commitment to the organization where the individual works. Employee commitment is one of the keys that determines the success or failure of an organization in achieving its goals. Employees who are committed to the organization usually show a work attitude that is attentive to their duties, and they are very responsible for carrying out their duties and are very loyal to the organization. The purpose of this study was to obtain empirical evidence of the influence of individual characteristics and employee empowerment on organizational commitment with self-efficacy as a moderating variable (Study at the Army Polytechnic Kodiklatad in East Java). Data collection using questionnaires or by providing a list of questions to respondents. While for the analysis method using the Structural Equation Model - Partial Least Square (SEM-PLS) with the help of the SmartPLS tool. From the results of the study, individual characteristics are not able to increase organizational commitment. Employee empowerment is able to increase organizational commitment. Self-efficacy is able to increase organizational commitment. Individual characteristics are able to increase organizational commitment moderated by self-efficacy. Employee empowerment is able to increase organizational commitment moderated by self-efficacy.

## 1. INTRODUCTION

An organization consists of a number of members or can also be said to consist of labor groups (in terms of corporate organizations) who make their own contributions in an effort to achieve organizational goals through their position and role in the organization (Munandar, 2016). Human resources (HR) are very valuable capital for a company because all activities and operational activities of the company are carried out by human resources, even though there are currently many supporting machines to carry out company activities, but in order for these machines to be run, the organization still needs human resources (Abrivanto et al., 2014). So, organizational commitment is

important because employees who have organizational commitment will be professional and uphold the values and goals of the organization.

Organizational commitment is an interesting phenomenon because of the importance of a person's commitment to the company where the individual works or the organization, therefore many researchers want to research about organizational commitment. Employee commitment is one of the keys that helps determine the success of an organization to achieve its goals. Employees who have a commitment to the organization usually show a work attitude that is attentive to their duties, they have a lot of responsibility to carry out tasks and are very loyal to the company. According to Robbins & Judge (2017), organizational commitment is a situation in which an employee takes sides with a particular organization and his goals and desires to maintain membership in that organization.

The issue of organizational commitment is interesting to research, because basically every company will try to improve and do various ways to instill the nature of employees to be committed to the organization. This research was conducted at the Army Polytechnic which is located at Jl. Anggrek No.1 Pendem Village, Junrejo District, Batu City.

The Army Polytechnic is one of the educational institutions within the Kodiklatad that carries out science and technology education. The education system applied in this institution is a combination of the education system that applies in the Army and the education system that applies in the higher education environment. The implementation of the Tri Basic Pattern of Education remains valid and combined with the semester credit system that is commonly applied in universities. As a result of this education, soldiers not only obtain superior attitudes and behaviors, mastery of reliable knowledge and skills and the same soldiers, but also obtain a bachelor's degree recognized by the Ministry of Research, Technology and Higher Education.

To achieve the maximum results of the implementation of the Kotama/Balakpus Info System, a monitoring and evaluation process is needed as an effort to realize a participatory, collaborative, sustainable and effective digital government through self-assessment and document assessment (TNI AD Admin, 2022).

Some things related to organizational commitment in employees include individual characteristics. Individual characteristics are closely related to organizational commitment to employees. Special characteristics of individual characteristics or special traits possessed by an employee that can make him have the ability to be different from others to maintain and improve work in his organization (Ardian et al., 2017).

Employee empowerment is one of the most frequently discussed topics in human resource management. Empowerment is a process that allows employees to set goals related to their work, make their decisions and solve problems within the scope of their responsibilities and authority (Hutagaol, 2014).

The next factor that affects organizational commitment is self-efficacy. Yildirim (2015) explained that there is a positive correlation between self-efficacy and organizational commitment. Self-efficacy according to Bandura (1997) is a person's belief in his or her ability to exercise some form of control over the functioning of the person

himself and events in the environment. Meanwhile, according to Feist & Feist (2009) concludes that self-efficacy is their belief that they are able to perform an action that will produce the expected impact. Self-efficacy is not an expectation of the results of our actions, but rather that efficacy refers to a person's self-belief that the person has the ability to perform a behavior. While outcome expectations refer to the prediction of the possibility of the consequences of such behavior.

Furthermore, according to Alwisol (2017) efficacy is self-assessment, whether it can do good or bad actions, right or wrong, can or cannot do it according to the requirements. Alwisol also stated that the way an individual behaves in a certain situation depends on the relationship between the environment and cognitive conditions, especially cognitive factors related to his belief that he is able or unable to produce behavior that is in accordance with expectations, this belief is known as self-efficacy.

Individuals with low self-efficacy will find it difficult to motivate themselves so that they can reduce their efforts or give up at the beginning of obstacles, besides that individuals also have a weak commitment to the life goals to be chosen, whether or not the individual is able to work in certain areas and contexts reveals a general picture of the individual's self-efficacy (Bandura, 1997).

## **2. LITERATURE REVIEW**

### **Individual Characteristics**

Every human being has individual characteristics that are different from one another. Individual characteristics are characteristics that show a person's differences in motivation, initiative, ability to remain tough in facing tasks until completion or solving problems or how to adapt to changes that are closely related to the environment that affect individual performance. According to Robbins & Judge (2017), individual characteristics are the way of looking at a particular object and trying to interpret what it sees.

### **Employee Empowerment**

According to Sedarmayanti (2019), employee empowerment is a process of business activities to further empower "human power" through changes and human development itself in the form of abilities, trusts, authority and responsibilities in order to carry out organizational activities to improve performance as expected.

### **Self-Efficacy**

According to Luthans (2012), explains that self-efficacy refers to an individual's belief (or confidence) regarding his or her ability to mobilize the motivations, cognitive resources, and actions necessary to successfully perform a task in a particular context. According to Alwisol (2017), self-efficacy is the view or perception of oneself about how oneself can function according to the situation at hand.

## **Organizational Commitment**

Organizational commitment is a situation in which an employee takes sides with a particular organization and his or her goals and desires to maintain membership in that organization. So high job engagement means taking sides with an individual's particular job, while high organizational commitment means siding with the organization that recruits that individual (Robbins & Judge, 2017).

### **3. RESEARCH METHODS**

Based on the type of research, this research approach is a quantitative approach with hypothesis testing that is causal or causal (Hartono, 2014). Data collection in this study was carried out using time horizon data which is cross section, where data is obtained at a certain time. The population in this study is all employees of the Kodiklatad Army Polytechnic in East Java which totals 57 people. The determination of the number of samples in this study is total sampling. Therefore, the researcher chose the sample using a saturated sampling technique because of the relatively small population. So that the sample used in this study amounted to 57 employees.

In this study, data analysis was carried out using Structural Equation Modeling (SEM) - Partial Least Square (PLS), SEM-PLS is a multivariate analysis technique developed to cover the limitations of previous analysis models that have been widely used in statistical research.

Data analysis in this study was carried out using a variant-based structural equation model (SEM) or referred to as the SEM-PLS model. PLS (Partical Least Square) and data are processed using the SmartPLS 4.0 program. According to Ghozali & Latan (2015), the PLS measurement model consists of an outer model, and an inner model. PLS aims to test the predictive relationship between constructs by seeing if there is an influence or relationship between these constructs.

### **4. RESULTS AND DISCUSSION**

#### **Results**

##### **Outer Loadings**

The outer loadings of the measurement model with reflective indicators can be seen from the correlation between the item score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in developmental stage research, a scale of 0.60 is still acceptable (Chin, 1998). Based on the results for outer loadings, all indicators have a loading above 0.70 and are significant.

The following is an overview of the outer loading value in the outer model generated after running the SmartPLS program for all indicators in the following figure 1:

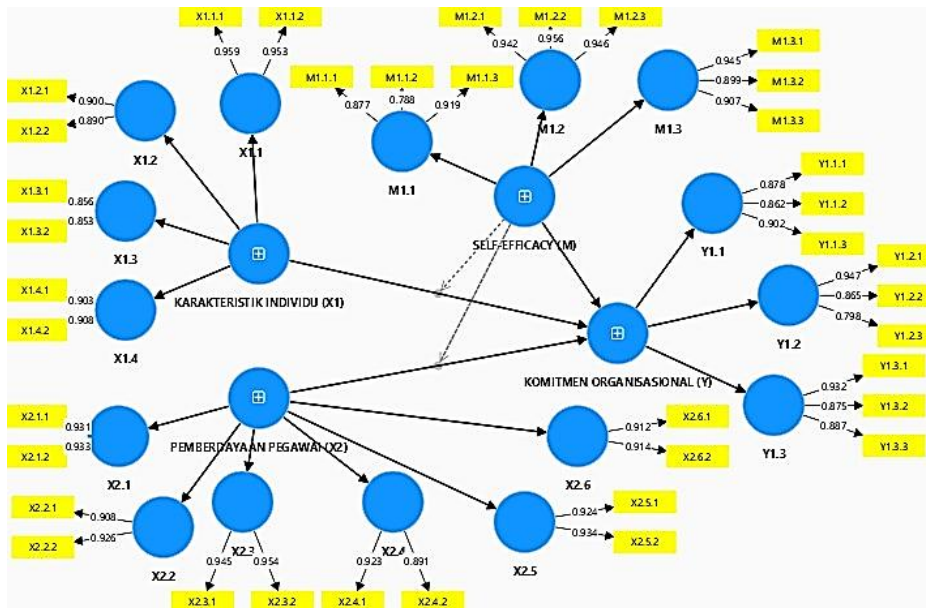


Figure 1. Outer Model

### Construct Reliability and Validity

The validity and reliability of the constructs of the indicators (items) that form latent constructs by conducting Confirmatory Factor Analysis (CFA) (Ghozali & Latan, 2015). Internal Consistency Reliability measures how capable an indicator is of measuring its latent constructs. The tool used to assess was Cronbach's alpha and composite reliability.

Table 1. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)
Karakteristik Individu (X1)	0.938	0.940
Pemberdayaan Pegawai (X2)	0.964	0.966
Komitmen Organisasional (Y)	0.952	0.953
Self-Efficacy (M)	0.962	0.965

From the table above, Cronbach's alpha values, Individual Characteristics (X1) are 0.938, Employee Empowerment (X2) is 0.964, Organizational Commitment (Y) is 0.952, and Self-Efficacy (M) is 0.962, all of which are greater than 0.70. Likewise, the value of Composite reliability, Individual Characteristics (X1) is 0.940, Employee Empowerment (X2) is 0.966, Organizational Commitment (Y) is 0.953, and Self-Efficacy (M) is 0.965, all of which are greater than 0.60. So it can be said that all indicators are able to measure their latent constructs.

### Convergent Validity

Convergent Validity is determined based on the principle that the measures of a construct should have a high correlation. The convergent validity of a construct with reflective indicators is evaluated with Average Variance Extracted (AVE).

**Table 2.** Average Variance Extracted (AVE)

Variabel	Average variance extracted (AVE)
Karakteristik Individu (X1)	0.700
Pemberdayaan Pegawai (X2)	0.720
Komitmen Organisasional (Y)	0.723
Self-Efficacy (M)	0.771

From the table above, the Average Variance Extracted (AVE) value of Individual Characteristics (X1) is 0.700, Employee Empowerment (X2) is 0.720, Organizational Commitment (Y) is 0.723, and Self-Efficacy (M) is 0.771, all of which are greater than 0.50. This means that the construct can explain 50% or more of the variance of the indicator.

### Fornell-Larcker Criterion

Another method for assessing discriminant validity is to use the Fornell-Larcker Criterion, which compares the square root value of the Average Variance Extracted (AVE) of each construct with the correlation between the other constructs in the model. The following are the results of the Fornell-Larcker Criterion in the resulting study in the following table.

**Table 3.** Fornell-Larcker Criterion

Variabel	Karakteristik Individu (X1)	Komitmen Organisasional (Y)	Pemberdayaan Pegawai (X2)	Self-Efficacy (M)
Karakteristik Individu (X1)	0.937			
Komitmen Organisasional (Y)	0.875	0.950		
Pemberdayaan Pegawai (X2)	0.889	0.936	0.979	
Self-Efficacy (M)	0.907	0.936	0.965	0.978

The table above shows that the square root value of AVE (Fornell-Larcker Criterion) of each construct is greater than the correlation value between the constructs and other constructs in the model. So it can be said that the model is said to have a good discriminant validity value.

### Structural Model Evaluation

Inferential statistics include all methods related to the analysis of a part of the data (e.g., or often referred to as a sample to then arrive at forecasting or drawing conclusions about the entire parent data (population). In inferential statistics, parameter estimation is held, hypotheses are made, and hypotheses are tested until they arrive at generally accepted conclusions.

The following is an overview of the path analysis in the inner model generated after running the SmartPLS program for all relationships between constructs in the following Figure:

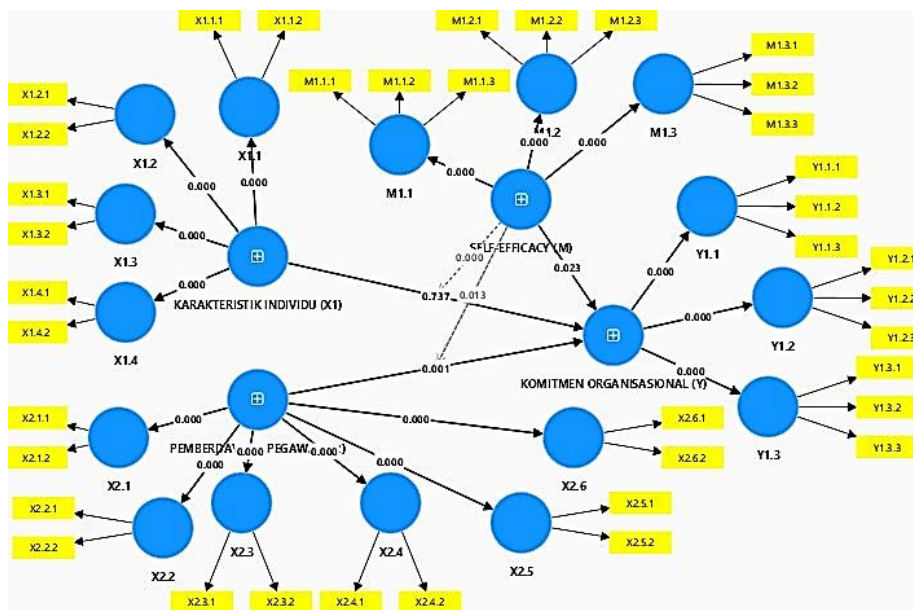


Figure 3. Inner Model

Structural model evaluation can be carried out to ensure that the constructed structural model is accurate as seen from the R-Square value, Predictive Relevance (Q<sup>2</sup>) value, and Path Coefficients (Vinzi et al, 2010).

### Hypothesis Test Results

The hypothesis test in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared acceptable if the T-Statistics value > 1.96 and the P-Values value < 0.05 (Yamin & Kurniawan, 2011). The following are the results of the hypothesis test obtained in this study through the path coefficients on the SmartPLS output below:

Table 4. Summary of Hypothesis Test Results

Path	T-Statistics	P-Values
Karakteristik Individu (X1) → Komitmen Organisasional (Y)	0.336	0.737
Pemberdayaan Pegawai (X2) → Komitmen Organisasional (Y)	3.466	0.001
Self-Efficacy (M) → Komitmen Organisasional (Y)	2.277	0.023
Self-Efficacy (M) x Karakteristik Individu (X1) → Komitmen Organisasional (Y)	3.963	0.000
Self-Efficacy (M) x Pemberdayaan Pegawai (X2) → Komitmen Organisasional (Y)	2.479	0.013

### Effect Size (f<sup>2</sup>)

After knowing the significance of the relationship between variables, an analysis is also needed to see how large the effect of the relationship between variables is. In PLS, to assess the effect size between the variables, it is done with Effect Size or f<sup>2</sup> (f-square). The interpretation of the same f<sup>2</sup> value recommended by Cohen (1988) is that 0.02 has a small

influence, 0.15 has a moderate influence, and 0.35 has a large influence on the structural level.

**Table 4.** Effect Size ( $f^2$ )

Variabel	$f^2$
Karakteristik Individu (X1)	0.002
Pemberdayaan Pegawai (X2)	0.251
<i>Self-Efficacy</i> (M)	0.135
<i>Self-Efficacy</i> (M) x Karakteristik Individu (X1)	0.312
<i>Self-Efficacy</i> (M) x Pemberdayaan Pegawai (X2)	0.141

## Discussion

### The Influence of Individual Characteristics on Organizational Commitment

The results of the hypothesis test showed that individual characteristics were not able to increase organizational commitment. These results are not in accordance with the results of research by Yulianto et al. (2024) and Nurbaya et al. (2022) who stated that individual characteristics have a significant effect on organizational commitment. Judging from the size of the effect of the relationship between variables, the effect of Individual Characteristics on Organizational Commitment is 0.002 which means that it has no effect because it is below the value of 0.02. This is what causes individual characteristics to be unable to increase organizational commitment.

### The Effect of Employee Empowerment on Organizational Commitment

The results of the hypothesis test show that employee empowerment is able to increase organizational commitment. These results are in accordance with the results of research by AlKahtan et al. (2021) and Sukur et al. (2022) which stated that empowerment has a positive and significant effect on organizational commitment. Judging from how large the effect of the relationship between variables is, the effect of Employee Empowerment on Organizational Commitment is 0.251 which means it has a moderate effect because it is above the value of 0.15. Employees who have a high commitment to their organization will view performance as having high value and make themselves feel responsible for the goals of their organization, so that volunteer members unite themselves with their work, dedicate their time, willpower and energy to their work (Albdour & Altarawneh, 2014). Organizational commitment, according to Hanaysha (2016), is a step by the company to develop a mindset in completing tasks from its employees, there are three aspects in this commitment, namely: Employee empowerment, teamwork, and employee training.

### The Effect of Self-Efficacy on Organizational Commitment

The results of the hypothesis test show that self-efficacy is able to increase organizational commitment. These results are in accordance with the results of research by Aryati & Armanu (2023) and Maria et al. (2021) which stated that self-efficacy has a positive and significant effect on organizational commitment. Judging from how large the effect of the relationship between variables is, the effect of Self-Efficacy on Organizational Commitment is 0.135 which means that it has a small effect because it is above the value of 0.02. Organizational commitment reflects how an individual identifies with the

organization and is tied to its goals. Higher commitment can facilitate the realization of higher productivity (Kreitner & Kinicki, 2008). Organizational commitment is one of the important factors that influence individuals to stay in an organization and is a very important element in retaining a member in the organization. Bang et al. (2013) provide an overview that organizational commitment to an organization member or volunteer is an attitude with a willingness to dedicate time and energy to the organization without monetary compensation to improve the organization and find that a member's self-confidence affects his organization's commitment.

### **The Role of Self-Efficacy in Moderating the Influence of Individual Characteristics on Organizational Commitment**

The results of the hypothesis test show that individual characteristics are able to increase organizational commitment that is moderated by self-efficacy. Self-Efficacy in this case has the property of moderation "strengthening" because the value is positive which has an original sample value of 0.462. From the results of the previous analysis, it is also known that Individual Characteristics directly do not have a significant effect on Organizational Commitment. Then Self-Efficacy directly has a significant effect on Organizational Commitment. In addition, Self-Efficacy plays a significant role in moderating the influence of Individual Characteristics on Organizational Commitment. Thus, it can be said that the Self-Efficacy variable is classified as a quasi-moderator (pseudo-moderator), which is a variable that moderates the relationship between an independent variable and a dependent variable that is also an independent variable.

### **The Role of Self-Efficacy in Moderating the Influence of Employee Empowerment on Organizational Commitment**

The results of the hypothesis test show that employee empowerment is able to increase organizational commitment moderated by self-efficacy. Self-Efficacy in this case has the property of "weakening" moderation because the value is negative which has an original sample value of -0.318. From the results of the previous analysis, it is also known that Employee Empowerment directly has a significant effect on Organizational Commitment. Then Self-Efficacy directly has a significant effect on Organizational Commitment. In addition, Self-Efficacy plays a significant role in moderating the influence of Employee Empowerment on Organizational Commitment. Thus, it can be said that the Self-Efficacy variable is classified as a quasi-moderator (pseudo-moderator). Quasi Moderator (pseudo-moderator), which is a variable that moderates the relationship between independent variables and dependent variables that are also independent variables.

## **5. CONCLUSION**

Referring to the results of this study, the following conclusions can be drawn:

1. Individual characteristics are not able to increase organizational commitment.
2. Employee empowerment is able to increase organizational commitment.
3. Self-efficacy is able to increase organizational commitment.
4. Individual characteristics are able to increase organizational commitment that is moderated by self-efficacy.

5. Employee empowerment is able to increase organizational commitment that is moderated by self-efficacy.

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