

The Effect of Empowerment of the Organizational Commitment and the Job Satisfaction of the Employees of the National Electricity Company (Ltd.) in South Sulawesi Province Indonesia

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Abstract– The purpose of this study was to investigate the impact of empowerment on organizational commitment and job satisfaction of employees of the national electricity company (PLN) in the Province of South Sulawesi. This study was explanatory research study which employed survey method. The population number for this study was 836 people. The study sample (n = 270) consisted of middle managers, basic managers, the basic supervisor and the upper supervisor. Samples were spread over five regional offices of the national electricity company (PLN) in the province of South Sulawesi. In Makassar area, the steam power plant (CPP) is in Tello. Area distribution and load settings (AP2B) were throughout South Sulawesi and regulatory area distribution (APD). The instruments for the data collections were interview and questionnaires. The data was analyzed by using quantitative research analysis through a generalized structured component analysis (GSCA). The study found a significant effect of the empowerment on the organizational commitment. Despite the empowerment had no significant effect on job satisfaction directly, but it was found that the indirect significant effect between empowerment on the job satisfaction through the intervening variable of organizational commitment; organizational commitment had a significant effect on job satisfaction.

Index Term-- empowerment, organizational commitment, and job satisfactory

I. INTRODUCTION

The paradigm of globalization era has brought rapid changes to the technology as well as to the environmental organizations. Therefore it is necessary to empower the human resources as stakeholders to the organizational changes to face the increasingly complex problem. The empowerment to the human resources is expected to maximize the resource itself. The empowerment is aimed at making the employees to have more competence in the workplace so as to improve the performance of the employees in the organizations.

In many cases the organization management is required to improve the competence of the employees in order to develop their

potential and perform succession planning on an ongoing basis in order to achieve both performance and job satisfaction. The empowerment is one of various ways to develop the employees through training, authority and responsibility in the decision to complete the task. This is supported by [1] found that moderate empowerment is closely associated with job satisfaction and performance.

Empowerment comes when the authority of the organizations makes decisions and resolve organizational issues and to be delegated to subordinates so that they are able to increase employee flexibility and speed. The empowerment includes: 1) the assignment of responsibilities, and authority to employees, 2) creating conditions for mutual trust between management and employees, 3) involving employees in decision-making, [2,3]. Empowerment means understanding the needs and capabilities of the employees as well as trust and to help maximize the achievement of organizational goals. Employees who are not empowered will affect to their low self-esteem. Powerlessness of the employees is found in the context of an authoritarian leadership style. On the other hand, the organization does not provide rewards that are considered appropriate by the employee. These conditions will encourage employees only always rely superiors, inhibiting the opportunity to express themselves, and make employees lost control and freedom in making decisions.

The freedom in decision-making should satisfy the employees so that they feel empowered in the workplace. Empowerment is a change in the management philosophy that can help to create workplace environment where each individual can use his energy to achieve organizational goals. Important component in the process of empowerment is to trust each other [4]. Trusts from colleagues or partners have significant influence on the behavior of group members, job satisfaction and organizational effectiveness. Empowerment means understanding the needs and capabilities of employees so as to maximize the organization's goals. Empowerment creates high motivation to subordinates because it is directly related to the needs to self-actualization. The fulfilled needs and desires of the employees will establish organizational commitment. This is

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supported by [5] who found that the empowerment has significant effect on organizational commitment. The importance of organizational commitment especially when the company in such business competition is that requires changes in positive behavior of its employees.

The organizational commitment is a psychological condition that characterizes the relationship among employees in organization that has direct implication to the employee's decision whether they will go through or resign as organization member. Organizational commitment is one of factors that might affect the success of organizations in facing the more complex environment. The employees who have strong organizational commitment will identify their business with the organization's business, getting seriously involved in workplace as well as having loyalty and affection to the pursuit of organizational goals.

Organizational commitment tends to be more closely related to job satisfaction. This is supported by [6] who found that organizational commitment has a positive effect on job satisfaction. Job satisfaction is considered as employee's attitudes to various aspects of the work.

Job satisfaction is an emotional state of pleasure or positive judgment coming from one's job or job experience,[7,8]. While [9] explains that job satisfaction basically refers to how much an employee likes his job.

The issue of job satisfaction in the work is something to be achieved by each employee. This situation is a personal characteristic to each person as it is different of satisfaction according to the prevailing value system in that person. The more aspects of the work in accordance with the individual expectation the higher is the perceived work competence, [10]. Therefore, the management should establish high job satisfaction of the employees with fair and respect the employee's rights.

Job is a fundamental part of a person's life, so that job satisfaction might affect the person's life. Hence job satisfaction can be referred to the life satisfaction, [11]. The two-factor theory of motivation to explains that there are intrinsic factors that lead to job satisfaction and extrinsic factors that lead to job dissatisfaction, [12].

Intrinsic factor comes from within the employee and might affect the mind and behavior, directing attitudes, while extrinsic factors are external factors which include salaries, working conditions, relationship within the labors, and organizational policies such as rewards and promotions or structural position. When employees have high job satisfaction which means that the employees like and choose the jobs that are highly rated, [7].clearly states that the three key dimensions of job satisfaction, those are a) job satisfaction is an emotional response to the situation and working conditions; b) job satisfaction often determines how much of the results will be achieved or will be exceeded the expectations; and c) job satisfaction reflects the attitudes associated with the job itself.

Based on theoretical review and empirical research that has been described, it will develop a research model of a study to the effect of empowerment on organizational commitment and job satisfaction of employees of the National Electric

Company (Ltd.) in the province of South Sulawesi. National Electricity Company (Ltd.) is engaged in selling electric energy to its customers that include households, business-commercial, industry and manufacturing, government, and non-profit social institutions.

The number of customers of the National Electricity Company (Ltd.) in the province of South Sulawesi in 2007 was 1,155,846 and 1,209,190 customers in 2009. Based on the data, it is known the increasing in the number by 53,344. In relation to the big number of customs of the National Electricity Company (Ltd.) in the province of South Sulawesi, it is important to improve customer service by empowering employees or the public.

PLN services include the cashier and the services in applying for new connections. The cashier service, which might cover the financial stuffs, there still, shows a long queue, while the new connection application still has a waiting list of 334 of 976 in South Sulawesi, (www.pln.co.id/dataweb/AR/ARPLN2010). In order to improve the service to the public, it is needed to empower employees optimally. The background that encourages the researchers to determine the topic in the study entitled the effect of empowerment on organizational commitment and job satisfaction of employees National Electricity Company (Ltd.) in the province of South Sulawesi. The reason to this study is because employees are empowered. The description indicates that the National Electricity Company (Ltd.) in the province of South Sulawesi required a comprehensive study to analyze the variables that might impact on organizational commitment and job satisfaction of employees.

II. RESEARCH PROBLEMS

1. Does the empowerment affect significantly to the organizational commitment?
2. Does the empowerment affect significantly to the job satisfaction?
3. Does the organizational commitment affect significantly to the job satisfaction?

The theory used in this study is as follows: the theory of empowerment that is absorbed from [2]. Empowerment of human resources (HR) is defined as a concept that refers to a person's desire to grow the business to actualize themselves, upward mobility and provide experience that makes a person helpless [2,3]. The empowerment of human resources is a form of employee engagement planned by the management that aims at generating organizational commitment and increasing the employee contributions to the organization. Such involvement provides new channels to the employees because their greater effects.

The empowerment cannot be separated from the values prevailing in the organization. In the process of the empowerment, management must look at human resources as human beings; human beings who have hopes, and aspirations. Empowerment of employees in the organization is related to the optimization level of employee engagement in creating the success of the company's business [13].

One fundamental component of a successful organization is closely related to how the management treats the employees through a variety of ways so they are able to work effectively [14]. Empowerment of human resources cannot be simply interpreted as optimizing the employee's skills and knowledge without an award of financial and non-financial employees that might give meaning to life both inside and outside of the workplace [15]. Humane treatment will generate a high organizational commitment to implement the organization's strategic efforts to develop employee skills and provide opportunities to achieve corporate objectives. Participation in decisions ranging from leadership / manager requires what a handful of workers to engage leaders of all workers in a group decision-making.

Empowerment distribute the power in such organization, where employees are given the power or control over multiple aspects of tasks ranging from scheduling jobs, making decisions, in order to implement the ideas, Schermerhorn in [16]. Strengthening employee empowerment is by giving a sense of ownership and control over their work, [3,17,18]. According to [29], in order to measure the empowerment, it is related to the situation experienced by the employees in the workplace. The dimensions of empowerment include access to information, access to resources, access support and access to opportunities [2]. By [19] the effect of empowerment is the initiative and persistence behavior of employees who are empowered to achieve the task. Based on those illustrations, the notion of empowerment is employees, not the organization that is empowered. Based on the concepts that have been stated above that the empowerment of employees means: giving the "Power" bigger or more to the employees in accordance with the level for each task to be done well, including granting authority, responsibilities, resources and rights.

Delegating responsibility for decision-making for the sake of the benefit of the organization is potentially able to create conditions where employees can use both their skills and abilities to achieve optimal well-oriented organization and the employee profile. Basically there are two things, the empowerment namely: 1) empowerment in relational constructs; and 2) empowerment in motivational constructs. Empowerment as a relational construct, as it is stated in the literature of power management, is defined as a rational concept used to describe the power that possessed an offender or organizational unit to other parties [20]. While empowerment as a motivational construct, it is stated in psychological literature, the power and control are used as a condition of belief (belief state), which is the motivation and expectations as well as informal contained within each individual. In terms of motivation, intrinsic power is the need of the individual to have the freedom to make decisions (self-determination) or intrinsic needs and feel confident in the self-effectiveness of self-efficacy [21]. So within the construct of relational empowerment is "to empower". While the motivational construct, empowerment means "to enable" (to allow, to create, to enable). It is slightly different from the definition of empowerment as delegation of

authority or to share resources, "to enable" means improving individual motivation by increasing confidence in the effectiveness of the individual himself.

Empowerment is a management technique used by companies to improve organizational effectiveness, [3,18,19,22]. Based on the explanation, this study used empowerment variables and measured by indicators such as: access to information, access to resources and access to support, and access to opportunities that adoption of the concept of [2]. The situation in the workplace structurally empowerment will be more likely to have management practices that improve employee's confidence in the organization and job satisfaction.

The empowerment is closely related to job satisfaction. This is confirmed by [2,3] that explains that the working conditions have positive impacts on empowered employees, the increased feelings of self-confidence and job satisfaction, as well as higher motivation. Similarly, a study of the working environment has found an association within the empowerment factors are considered important for the employees. Such factors include high levels of empowerment that has been socialized with a high level of organizational commitment in decision-making,[23-26].

Organizational commitment is defined as a strong desire to remain as members of the organization; desire to strive liking organization; certain belief and acceptance of the value and purpose of the organization, [27]. The desire to do our best is in accordance with the wishes of the organization such as delayed time off for the benefit of the organization and a desire to maintain membership in the organization. Organizational commitment is an important dimension that can be used to measure and evaluate the power of the employees carrying out the duties and obligations of an organization. Organizational commitment is a very powerful strong aspect so that the organization can determine the direction of policy. So maintaining organizational commitment among employees is a challenge for organizations today.

Organizational commitment is a psychological bond that employees in an organization related to the alignment goals and values of the organization, allowing the employees to stay in the organization. Organizational commitment is a sense of identification, involvement and loyalty displayed by the employees of the organization or organizational units [28]. Employees who have a high sense of organizational commitment and a sense of organizational loyalty has a strong desire to come on board with the organization; involved earnest in his work, and display appropriate behavior with organizational goals. Research conducted by [29] found that individuals who have high organizational commitment have conditions namely: (a) individuals are better able to adapt; (b) the number of employees that are in and out (turnover) less; (c) delays encountered in work less; and (d) higher job satisfaction. This study used employee commitment as it is measured by

indicators of affective commitment, continuous commitment and normative commitment to the concept was adopted from [8,30,31]. Strong organizational commitment is closely related to job satisfaction.

Job satisfaction includes reactions or attitudes, cognitions, and evaluations. Job satisfaction is an emotional state of pleasure or positive judgment comes from one's job or job experience [7,8]. Issues of job satisfaction in the work are something that needs to be achieved by each employee. This situation is individualized to each person and has a different level of satisfaction according to the prevailing value system in him. There are more aspects of the work in accordance with the wishes of the individual as the higher the perceived the job satisfaction [10]. Job satisfaction is an interesting as well as important problem to be researched and studied, as it would provide many great benefits for individual employees, organizations, as well as the communities. For individuals, the research on the causes and sources of job satisfaction allows the effort toward the happiness of life. For those organizations, research on job satisfaction would be beneficial in an attempt to increase production and decrease costs through improved attitudes and behavior of employees. The last is for the people will enjoy the results of the maximum capacity of the industrialized world since the rise of human values in the context of employment [10].

Factors that could affect employee's job satisfaction can basically be divided into two groups, namely: *intrinsic factor* that is a factor which comes from within and to be carried by every employee from the work place to work. The second is *extrinsic factor* that are concerning things which come from outside of the employee, including the physical condition of the work environment, their interaction with other employees, payroll systems, and so on. Job satisfaction is an individual's general attitude toward his work [3]. This suggests that job satisfaction is related to the attitude of an employee towards his job. The work is an important part of a person's life, so that job satisfaction affects the person's life. This study used job satisfaction as it is formulated by [7,33] that comes into five ways, namely:

- 1) Satisfaction to the job;
- 2) Satisfaction to the payroll;
- 3) Satisfaction to the promotion;
- 4) Satisfaction to the supervision; and
- 5) Satisfaction to the partners.

Research Model

Exogenous variable in this study was empowerment while the endogenous variable was organizational commitment and job satisfaction of the employees. Empowerment theory developed by [2], that has been conducted by [4,6,33] built a model that describes the inter-concept: conceptual empowerment, organizational commitment and job satisfaction.

The model of conceptual framework of this study was presented in the following figure:

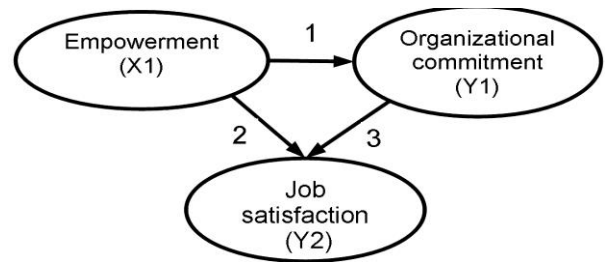


Fig. 1. Conceptual Framework Scheme

Based on the framework of the concept model which is based on empirical studies and review of literature and in accordance with the problems that have been proposed in chapter one, this study proposed three hypotheses as follows:

Hypothesis 1: Empowerment has significant effects on organizational commitment

Hypothesis 2: Empowerment has significant effect on job satisfaction

Hypothesis 3: Organizational commitment has significant effect of job satisfaction

Research results from GSCA analysis

The results of research were analyzed by using Generalized Structured Component Analysis (GSCA) method developed by [35].

Empowerment variables (X1)

Empowerment variables are exogenous variables that affect organizational commitment and job satisfaction. Empowerment is a reflection of the four dimensions, namely: access to information, access to resources, access to support and access to opportunities. This can be seen in the following table:

TABLE I
FREQUENCY/PERCENTAGE OF DIMENSION OF ACCESS TO INFORMATION

Items	Score for respondents' answers										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Operational goals that are applied in the company have been socialized to the employees (X1.1.1)	0	0.0	2	0.7	10	3.7	232	86	26	9.6	4.04
The future plans of the company are always socialized to the employees (X1.1.2)	0	0.0	0	0,0	7	2.6	226	84	37	14	4.11
The stages of the company are always socialized to the employees (X1.1.3)	0	0.0	1	0.4	9	3.3	236	87	24	8.9	4.048
Mean dimension of access to information											4.068

Source: Data Processed, 2012

Respondents' answers to the dimensions of access to information give the mean value of a good / important, which are 4.068. This may imply that the respondents are empowered by the organization with the given information about the organization's goals, and the

tasks to be carried out and the stages of an organization that should be achieved in the future. The dimensions of resource access can be seen below

TABLE II
FREQUENCY / PERCENTAGE OF DIMENSION OF ACCESS TO RESOURCES

Items	Score for respondents' answers										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Facilities to commit job are supportive (X1.2.1))	0	0.0	6	2.2	13	4.8	214	79	37	14	4.044
There is sufficient time to finish the tasks (X1.2.2)	0	0.0	3	1.1	6	2.2	235	87	26	9.6	4.052
In case the employees need help/support, it is always available (X1.2.3)	0	0.0	6	2.2	16	5.9	223	83	25	9.3	3.989
Mean of dimensions of access to resources											4.028

Source: Data Processed, 2012

Respondents' answers to the dimensions of access to resources give the mean value of a good / important, which are 4.028. This may imply that the respondents feel empowered by the organizations.

Similarly, dimension of support for access can be seen in the following table:

TABLE III
FREQUENCY / PERCENTAGE OF DIMENSION OF SUPPORT FOR ACCESS

Items	Score for respondents' answers										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
The employees always get feedback to finish their tasks well (X1.3.1)	0	0.0	3	1.1	17	6.3	222	82	28	10	4.019
In finishing their tasks, the employees gets feedback in terms of improvable aspects (X1.3.2)	0	0.0	21	7.8	30	11	188	70	31	12	3.848
The employees are always acknowledged for their achievements in finishing their tasks (X1.3.3)	0	0.0	29	11	61	23	164	61	16	5.9	3.619
Mean of dimension of support for access											3.828

Source: Data Processed, 2012

Respondents' answers to the dimensions given access to support good value / importance namely: 3828. This indicates that respondents felt empowered by the

organizations. While dimensions of access to opportunities can be seen in the following table:

TABLE IV
FREQUENCY / PERCENTAGE OF DIMENSION OF ACCESS TO OPPORTUNITIES

Items	Score for respondents' answers										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
The employees are always provided with opportunity to learn something new (X1.4.1)	0	0.0	19	7	28	10	183	68	40	15	3.904
The employees are always provided with opportunity to get involved in challenging tasks (X1.4.2)	0	0.0	27	10	55	20	164	61	24	8.9	3.685
The employees are always provided with opportunity to use their expertise to finish their tasks (X1.4.3)	0	0.0	5	1.9	37	14	190	70	38	14	3.967
Mean of dimension of access to opportunities											3.852

Source: Data Processed, 2012

Respondents' answers to the dimension of access to opportunities give the mean value of good / important is: 3.852. This indicates that respondents felt empowered by the organization with an opportunity for learning new things such as take part in education and training, the opportunity to continue to pursue formal education S1 and S2 as well as opportunities to be promoted to higher office.

Organizational commitment variable (Y1)

Organizational commitment is the first endogenous variable as a reflection of the three dimensions, namely: dimension of affective commitment (Y2.1), sustained commitment (Y2.1.), and normative commitment (Y2.3). This can be seen in the following table.

TABLE V
PERCENTAGE OF DIMENSION OF AFFECTIVE COMMITMENT

Item	Score for respondents' answers										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
The employees show their pride to the company to the other people (Y1.1.1)	0	0.0	7	2.6	27	10	173	64	63	23	4.082
The employees will spend their career at the company (Y1.1.2)	0	0.0	1	0.4	19	7	206	76	44	16	4.085
Mean of dimension of affective commitment											4.083

Source: Data Processed, 2012

Respondents' answers to the dimension of affective commitment give the mean value of good / important is: 4.083. This may imply that the respondents have a high affective commitment to the organization and was involved in the organization and to the company boasts. Likewise, the

dimension of ongoing commitment can be seen in the following table:

TABLE VI

FREQUENCY / PERCENTAGE OF DIMENSION OF ONGOING COMMITMENT

Item	Score for the respondents' answers										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
The career meets the expectations (Y1.2.1)	0	0.0	10	3.7	22	8.1	181	67	57	21	4.056
The employees are committed to keep working at the company because of sufficient payment (Y1.2.1)	1	0	10	3.7	44	16	192	71	23	8.5	3.837
Mean of dimension of continuence commitment											3.946

Source: Data Processed, 2012

Respondents' answers to the dimension of on-going commitment give the mean value of great / important is: 3.946. This may imply that the respondents are committed to keep working in the state electricity company (PLN)

considering the costs that would be incurred if the leave the organization and will not be looking for work elsewhere until retirement. The next dimension of normative commitment can be seen in the following table:

TABLE VII
FREQUENCY / PERCENTAGE OF DIMENSION OF NORMATIVE COMMITMENT

Item	Score for respondents' answers										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
The employees are required to stay at the company now (Y1.3.1)	1	0	12	4.4	41	15	175	65	41	15	4.174
The employees strive to finish their tasks well (Y1.3.2)	0	0.0	3	1.1	13	4.8	188	70	66	24	3.9
Mean of dimension of normative commitment											4.037

Source: Data Processed, 2012

Respondents' answers to the dimensions of normative commitment give the mean value of a good / important is: 4.037. This indicates that respondents have a strong will to carry out the organization's day-to-day tasks and strive for achieving the interests of the organization.

Job Satisfaction variable (Y2)

Job satisfaction is a variable which is formed of five indicators with the mean value: 3.930. This can be seen in the following table:

TABLE VIII
FREQUENCY / PERCENTAGE OF JOB SATISFACTION VARIABLE

Indikator	Score for respondents' answers										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Satisfaction to the jobs (Y2.1)	2	1	8	3	34	13	200	74	26	9.6	3.889
Satisfaction to the payment (Y2.2)	0	0.0	1	0.4	10	3.7	202	75	57	21	4.167
Satisfaction to the compromise (Y2.3)	5	2	17	6.3	57	21	173	64	18	6.7	3.674
Satisfaction to the supervision (Y2.4)	1	0	9	3.3	50	19	185	69	25	9.3	3.83
Satisfaction to the partners (Y2.5)	0	0.0	3	1.1	15	5.6	206	76	46	17	4.093
Mean of job satisfaction variable											3.930

Source: Data Processed, 2012

Respondents' answers to the job satisfaction variable give the mean value of a good / important to the mean value: 3.930. This indicates that the respondents were satisfied with what is given in the form of organizational rewards,

promotion, supervision and co-workers carried out leaders who support each other to carry out the work of the organization.

Hypothesis testing

Based on the empirical data presented in this study, the hypothesis was tested by looking at the value of

estimation. If SE was less than 0.05 then there is relationship between the significant variables. Influence the test results [direct effect] are presented in the following table:

TABLE IX
STRUCTURAL MODEL

Hypothesis	Path Coefficients			Information
	Estimation	SE	CR	
H1 X1 → Y1	0.355	0.065	5.45*	Significant
H2 X1 → Y2	0.127	0.070	1.82	Not significant
H3 Y1 → Y2	0.468	0.058	8.05*	Significant

There were three path coefficients relationships, in which one of them was not significant. The interpretation from the table can be presented as follows:

1. Empowerment has significant effects on organizational commitment as it is estimated the value of 0.355, and the value of CR (*critical ratio*) *5:45. The coefficient shows that when the employees are empowered well in the organization through access to information, access to resources, access to support and access to opportunities that employee commitment to the organization is increasing. This indicates that respondents felt empowered by the organization as they were given important information regarding the applicable operational objectives in the company and the stages within the company, as well as future plans are always informed of the company employees. It is concluded that the information was important to address respondents' concerns duty resources either at the office or in the field. Resources of the National Electricity Company (Ltd.) General Manager that are down from the principals directly concerning the implementation of the basic tasks in the company. This study supports research [5] which found that empowerment fairly leaders significantly affect the organizational commitment. This can be seen from the dimension of access to information obtained the mean good / important, the greatest effects among the other three other dimensions: 4.068. Similarly, the dimension of access to resources, respondents gave the mean value of a good / important which amounted to: 4.028. This may imply that the respondents feel empowered very well in the organization as they are provided with strong supports such as infrastructures in carrying out organizational tasks. In the case of dimensions of access to opportunity, the respondents gave the mean value of a good / important for 3.852. This indicates that respondents felt empowered by the organization as they have opportunity to learn new things such as employee development through formal training to higher education and opportunities to participate in education and training (workshop). Respondents gave the mean value for the dimension of access to opportunity as the smallest significance as it is compared to the other four

dimensions which are equal to 3.828. In carrying out the tasks, the employees always have the support for things that potentially could be improved. The employees always get recognition for the works that have been completed so as to increase the organizational commitment. The employees with high organizational commitment feel a sense of organizational loyalty, having a strong desire to come on board with the organization, getting involved earnest in his work, and displaying behavior in accordance with the goals of the organization and carrying out the tasks with the organization as well as smaller likely to leave the organization.

2. Unlike to the organizational commitment, the empowerment had no significant effect on job satisfaction with value estimation of 0.127, and the value of CR (*critical ratio*) was 1.82. This showed that the application of the empowerment of employees was not followed by the increasing job satisfaction. Therefore it is need to be done evenly empowerment by providing equal opportunities for the employees to participate in education and training (workshop or seminar) so that it might increase the job satisfaction. It was also found that the indirect effect of empowerment on job satisfaction through the intervening variable of organizational commitment was as the result of multiplying of direct influence between organizational commitment and empowerment with organizational commitment and job satisfaction obtained by the path coefficient was 0.355 x 0.16614. This coefficient showed positive and significant effects. This study supported the research conducted Harris, et al, 2009, (1) that found that the quality of LMX relationships and the empowerment gives impact on job satisfaction and employee performance.
3. Organizational commitment significantly affected job satisfaction with the estimation value of 0.468 , and the value of CR (*critical ratio*) *8:05. The coefficient shoed that when higher employee's commitment to the job, the satisfaction of employees is increasing. One of the indicators that makes the employees of such company is committed to keep working because the rewards in the form of salaries given to the employees is in accordance with the company's expectation so employees are

reluctant to seek employment to any other places or institution. Another thing that might affect organizational commitment is the age. The more the age of the employees, the higher employee's commitment to the organization. At the age over forty, the employees are less likely to find work elsewhere. This study supported the theory that explains that organizational commitment tends to be more closely related to overall job satisfaction, [34]. This finding of this study supported the previous research conducted by Laschinger and Finegan, that found a positive relationship between job satisfaction and organizational commitment.[6] found that organizational commitment have a significant effect on job satisfaction.

Research implication

This study contributes theoretically as well as practically. Based on the discussion of the results of this research in relation to the effect of empowerment on organizational commitment and job satisfaction of employees of the National Electricity Company (Ltd) in the province of South Sulawesi, the implications of this study are expected to provide a useful contribution to both theorists and to the practitioners.

Theoretical implications

Theoretically, this study contributes to the development of science in general and human resource management in particular. This study is expected to find the causal relationship between the constructs or latent variables, empowerment, organizational commitment and job satisfaction of employees in the National Electricity Company (Ltd.) in the province of Southern Sulawesi. The three hypotheses were constructed in this study, and there was a direct relationship in the theory: a high level of empowerment has been socialized with a high level of commitment in organizational decision-making,[23-26]. Empowerment to the workplace conditions has a positive impact on the employees, the increased feelings of self-confidence and job satisfaction, and higher motivation, [2,3,35] explain that organizational commitment tends to be more closely related to overall job satisfaction.

After testing the hypothesis on the findings, this study showed a change in the model of GSCA research hypothesis that empowerment is not a significant effect on job satisfaction.

Practical implications

The results of this study have practical implications for practitioners especially in empowering the organizational commitment and the employee's job satisfaction.

1. The findings of this study demonstrate a significant effect of empowerment on organizational commitment. These findings contribute to the practitioners to empower employees equally. Employee empowerment aims at generating the organizational commitment and increasing the employee's contributions to the organization.

2. The findings of this study demonstrate a significant effect of organizational commitment on job satisfaction. These findings contribute to the practitioners to build a high organizational commitment to treat employees humanely and fairly with such as through polite language that can increase job satisfaction.

The limitation of this study

Although this study has produced findings related to empowerment, organizational commitment, job satisfaction, but the study still has limitations which is not decreasing the essence of the study. Regarding the limitations of this study, it is expected to be enhanced by further researchers as follows:

- 1) The sample of this study was limited to employees who served in the office of the limitations of time and energy so that the researchers did not take wider samples of employees who served in the field as they are elusive.
- 2) There might be some information and documents related to this study that are not revealed fully as they are categorized into classified documents and information of the company and the interviewee did not guarantee the veracity of respondents in answering the question.
- 3) There might be some items that were not too detail revealed in this study because of personal reasons especially in relation to tough psychologically.

Conclusions

Based on the results of this study, discussion and interpretations that have been described in the previous chapter on empowerment, organizational commitment, job satisfaction of employees of the National Electricity Company (Ltd.) in the province of South Sulawesi can be concluded as follows:

1. The results found that empowerment has significant effects on the organizational commitment. That means that the employees feel empowered by the organizations. This indicated that the better implementation of employee empowerment, the better the organizational commitment of employees of the National Electricity Company (Ltd.) in the province of South Sulawesi.
2. The research findings found that employee empowerment did not have significant influence on the employee's job satisfaction. This might imply that the improvements in the implementation of employee empowerment dimensions through access to information, access to resources, access support and access to opportunities without being accompanied by an increase in employee satisfaction at the National Electricity Company (Ltd.) in the province of South Sulawesi. It was found direct relationship between empowerment and job satisfaction through the intervening variable of organizational commitment.
3. The result of this study found that there was a significant effect of organizational commitment on job satisfaction. This might imply that the higher the organizational commitment of employees of the National Electricity

Company (Ltd.) in the province of South Sulawesi kepuasan employee is increasing as well.

Suggestions

Based on the results of studies that have been described are a few suggestions that can be followed up both for the development of body of knowledge for organizational management as well as for other researchers or for the benefit of the interest of practitioners.

Suggestions for prospective and further researches

In relation to the development of the body of knowledge in human resource management, it is suggested for the prospective and future researchers as follows:

1. It is needed to review this study, especially on variables that were not significant and different from previous researches. It is intended for further understanding in theories related to organizational commitment to employee satisfaction.
2. In order to develop the study, it is recommended that future researchers might observe the use of certain variables in the form of model especially reflective and formative variables that must be adapted to the analysis instrument; this is important so there will not be any mistakes in choosing the appropriate analytical instruments.
3. Given the research object National Electricity Company (Ltd.) in the province of South Sulawesi and the samples were only employee on duty at the office, it is suggested that future researchers should consider wider samples such as the employees whose responsibilities are in charge of the field.

For practitioners

1. It is recommended for practitioners apply evenly empowerment by providing equal opportunities for employees to participate in education and training (workshops and/or seminars) and formal training to a higher level so as to improve organizational commitment and job satisfaction.
2. It is suggested that organizational leaders improve promotion opportunities by providing ample opportunities to employees who are eligible to be promoted to a higher hierarchy so as to increase job satisfaction.

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