Abstract: This study aims to examine the effect of employee empowerment and integrity on company performance through organizational commitment. The research was conducted at PT TGI Company with a total sample of 133 employees who work at the company office. This sampling uses the saturated sample method because it uses all employees at the company office. The data analysis technique used path analysis. The results showed that the employee empowerment variable partially affected company performance. The integrity variable partially affects company performance. The organizational commitment variable partially affects company performance. Employee empowerment variables partially affect organizational commitment. The integrity variable partially affects organizational commitment. The effect of employee empowerment on company performance is 0.577. The effect of employee empowerment on performance through organizational commitment is 0.706 x 0.870 = 0.614. In this case, the indirect effect is greater than the direct effect, so it can be said that the work organizational commitment variable is intervening. The direct effect of employee empowerment on company performance is 0.657. Meanwhile, the influence of employee empowerment on company performance through organizational commitment is 0.785 x 0.870 = 0.683. In this case, the indirect effect is greater than the direct effect, so it can be said that the work organizational commitment variable is intervening.

Keywords: employee empowerment, integrity, organizational commitment, company performance.

INTRODUCTION

Company performance should be measured not only in terms of financial concepts but also from non-financial terms. Performance can be measured from productivity, quality, consistency, and so on. On the other hand, organizational performance measures results, behavior and normative, education and the resulting concepts including management development (Richard, 2010). Noe, et al (2007) explained that to obtain maximum organizational performance, a company needs employees who have maximum individual performance as well. HR has a dominant role in processing resources and materials into products through policies. Therefore, to improve performance, it is necessary to get sufficient attention so that HR can work efficiently and produce a performance that can contribute to organizational productivity. To get optimal performance, there have been many studies that have attempted to identify various factors that affect individual performance and organizational performance, such as Brahmasari and Suprayetno (2008); Murty, Hudiwinarsih (2012); Soedjono (2005).

According to Richard et al (2010) company performance is something that is produced by an organization which includes results, namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance (product market performance) such as expansion, market share, and sales. Also, the return from the shareholder is the return of the shareholder and the economic increase of the shareholder. In some areas of organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. Developing an institution or organization is a must to survive in the competitive climate of the world.
The company’s performance at PT. TGI Company shows an increasing trend. This is indicated by the factors that are considered from the increase in profit, an increase in consumers and sales growth. Profit at companies shows an increase of more than 5% from 2017 to 2018. Consumers also show an increase of no more than 5% from 2017 to 2018. This increase was also accompanied by an increase in sales. The company’s performance at this company is indicated to be influenced by employee empowerment, integrity and organizational commitment. Empowerment is the provision of responsibility and authority from managers to employees, which involves sharing information and knowledge to guide employees in acting following organizational goals (Byars and Rue, 1997).

According to Sudarusman (2004) empowerment is the process of encouraging individuals in organizations to use initiative, authority and responsibility in completing work, while Mulyadi and Setiawan (1999) argue that Empowerment is the granting of authority to employees to plan, control and make decisions about the work that becomes responsibilities without having to obtain explicit authorization from the above manager. Also, empowerment is an effort that can significantly strengthen confidence in the authority to make decisions in the area of operational activities without having to obtain approval from others (Luthans, 2000).

Empowerment involves truly meaningful employees so that employees are truly able to carry out work and are involved in decision making and in problem-solving. Employee empowerment is carried out by exploring the potential that exists in each employee, so that employee empowerment is not only in the form of distributing power that exists and is already owned by the organization, but also is the development of power.

Another factor that has an impact on organizational performance is integrity. Integrity is consistency and unshakable persistence in upholding noble values and beliefs. Another definition of integrity is a concept that points to consistency between actions with values and principles. In ethics, integrity is defined as the honesty and truth of one’s actions. The opposite of integrity is hypocrisy (hypocritical). A person is said to “have integrity” if his actions are following the values, beliefs and principles he holds (Wikipedia). Simply put, the characteristic of a person with integrity is marked by only words and deeds, not someone whose words cannot be grasped.

Organizational commitment also has an impact on organizational performance. Organizational commitment is the attitude of employees who are interested in the goals, values, and goals of the organization which is shown by the acceptance of individuals for the values and goals of the organization and a desire to be affiliated with the organization and a willingness to work hard for the organization so that individuals feel at home and want to stay in the organization for the sake of achievement of goals and organizational continuity.

**Literature Review**

1. Empowerment

Empowerment is the provision of responsibility and authority from managers to employees, which involves sharing information and knowledge to guide employees in acting following organizational goals (Byars and Rue, 1997). According to Sudarusman (2004) Empowerment is the process of encouraging individuals in organizations to use initiative, authority and responsibility in completing work, while Mulyadi and Setiawan (1999) argue that Empowerment is the granting of authority to employees to plan, control and make decisions about the work that becomes responsibilities without having to obtain explicit authorization from the above manager. Also, empowerment is an effort that can significantly strengthen confidence in the authority to make decisions in the area of operational activities without having to obtain approval from others (Luthans, 2000).

From some of these definitions, it can be concluded that empowerment is the involvement of employees that is truly meaningful so that employees are truly capable of carrying out work and are involved in decision making and in problem-solving. Employee empowerment is carried out by exploring the potential that exists in each employee, so that employee empowerment is not only in the form of distributing power that exists and is already owned by the organization, but also is the development of power.

Some of the basic conditions that must be created by an organization that can support the empowerment of employees in the organization, namely (Luthans, 2000):

a. **Participation**

Employees are expected to have the willingness to improve relationships and daily work processes. Training in empowerment will be very useful for employees so that they can participate more actively and have a broader view. Reducing the bureaucratic process needs to be done by the organization so that employees are not hampered in increasing their initiatives.

b. **Innovation**

Providing employee enthusiasm and flexibility for innovation for improvement in the organization. Encouraging to always bring new ideas and thoughts for improvement in the organization

c. **Attention to information**

When employees have an interest in the information, they have a desire to learn and use it to increase empowerment. Organizations need to make it easy to access information for all parties involved in the
organization. Attention to information is the basis for wanting to know something.

d. Accountability

It is expected that employees play a more role in the organization and are responsible for the results of their decisions. Seeing the definitions above, it can be concluded that human resources are the most important part in the success of a company. So it is appropriate for human resources to be considered by companies, for example through empowerment.

2. Integrity

Integrity is consistency and unshakable persistence in upholding noble values and beliefs. Another definition of integrity is a concept that points to consistency between actions with values and principles. In ethics, integrity is defined as the honesty and truth of one’s actions. The opposite of integrity is hypocrisy (hypocritical). A person is said to “have integrity” if his actions are following the values, beliefs and principles he holds (Wikipedia). Simply put, the characteristic of a person with integrity is marked by only words and deeds, not someone whose words cannot be grasped. A person who has integrity is not a human type with many faces and appearances that are tailored to his motives and personal interests. Integrity is a key character for a leader. A leader who has integrity will get the trust of his employees. Leaders with integrity are trusted because what they say becomes their actions. The definition of integrity is a way of thinking, saying, behaving and acting properly and correctly and upholding the code of ethics and moral principles.

Integrity is one of the most important/key attributes a person must have. Integrity is a concept related to consistency in actions, values, methods, measures, principles, expectations and various things that are produced. People with integrity mean having an honest personality and having a strong character. Integrity itself comes from the Latin word “integer”, which means:

An attitude that steadfastly maintains principles, does not want to be corrupted and becomes the basis that sticks to oneself as moral values. Integrity is consistency or unshakable constancy in upholding the values, beliefs and principles. Another definition of integrity is a concept that shows consistency or constancy of actions with values and principles. In ethics, integrity can be interpreted as the truth and honesty of one’s actions. According to Butler and Cantrell (2008) which defines integrity as a reputation for being trustworthy and honest from someone to explain the term “trust” in an organizational context.

Organizational Commitment

According to Cherrington (2000) organizational commitment as a personal value, which sometimes refers to an attitude of loyalty to the company. Robbins (2008) suggests organizational commitment is one of the attitudes that reflect feelings of like or dislike towards the organization where you work.

Organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization which is shown by the acceptance of individuals for the values and goals of the organization and a desire to be affiliated with the organization and a willingness to work hard for the organization so that individuals feel at home and want to stay in the organization for the sake of achievement of goals and organizational continuity.

Meyer and Allen (1993) suggest three components of organizational commitment:

a. Affective Commitment occurs when employees want to be part of the organization because of an emotional attachment or feel they have the same values as the organization.

b. Continuance Commitment, namely the willingness of individuals to remain in the organization because they do not find other jobs or because of certain economic rewards,

c. Normative Commitment arises from employee values. Employees stay as members of the organization because there is an awareness that is committed to the organization is what they should be doing.

Organizational commitment is a form of attitude (Luthans, 2002 : 235). And attitudes can be broken down into 3 basic components: emotional, informational and behavioral (Luthans, 2002: 224). In organizational behavioral, organizational commitment is a component of behavior (Robbins, 2008 : 69). Attitudes are evaluative statements or judgment concerning the object, people or events. (Attitude is a statement about a person’s judgment of objects, people or events). And divided into 3 components, namely: cognitive, affective and behavioral (cognitive, affective and behavior).

The emotional / affection component involves people’s feelings (positive, neutral, or negative) about an object. The informational/cognitive component consists of beliefs/opinions and information/knowledge that a person has on the object. The attitude/behavior component includes a person’s tendency to behave in a certain way towards an object.

Attitudes in the organization are considered important because they affect behavior. And organizational commitment as part of attitude influences various important behaviors for the organization to function effectively. The importance of employee commitment is strengthened by a series of studies that have shown a strong relationship between organizational commitment and work performance. (Luthans, 2002: 237).
Dessler’s research (2008: 58) shows that highly committed employees have lower absentee scores and have a longer working period and tend to work harder and show better performance. Organizational commitment according to Noe (2007: 364), namely: “organizational commitment is the degree to which an employee identifies with the organization and is willing to put forth effort on its behalf. Individuals who have low organizational commitment are often just waiting for the first good opportunity their jobs.” It means that organizational commitment is the level where a person positions himself in the organization and the willingness to continue efforts to achieve the interests of his organization. Individuals who have a low commitment to the organization are often just waiting for a good opportunity to quit their jobs.

Argyris (1978) divides commitment into two, namely internal and external commitments:

a. Internal commitment is a commitment that comes from employees to complete various tasks, responsibilities, and authorities based on their reasons and motivation. Empowerment is closely related to employee internal commitment. The empowerment process will be successful if there is a strong motivation and willingness to develop themselves and spur individual creativity in accepting greater responsibility.

b. External commitments are shaped by the work environment. This commitment arises because of the demands on the completion of tasks and responsibilities that must be completed by employees. The supervisor’s role is very important in determining the emergence of this commitment because there is no individual awareness of the assigned task.

**COMPANY PERFORMANCE**

The definition of company performance refers to the ability of employees to carry out all the tasks that are their responsibility. These tasks are usually based on indicators of success that have been implemented. As a result, it will be known that an employee enters a certain level of work. The level can be various terms. Performance can be categorized as over target, on target, or under target. Departing from the things referred to as a whole for the work of an employee. The definition of organizational performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in the strategic planning of an organization (Moheriono, 2010: 60), Mangkuprawira (2011: 218-219) says that performance is a matter, or the overall success rate of a person during a certain period in carrying out a task compared to various possibilities, such as work standards, targets, or targets or criteria that have been determined in advance and have been agreed together.

According to Wibowo (2016: 19), performance is a management style in managing performance-oriented resources that carries out an open and sustainable communication process by creating a common vision and strategic and integrated approach as a driving force to achieve organizational goals. According to Rivai and Sagala (2009: 548) suggest that: “Performance is a function of motivation and ability to complete a task or a person’s work should have a certain degree of willingness and level of ability. According to Richard et al (2009) organizational performance is what is produced by the organization which includes results, namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance such as market share expansion, and sales. Also, the return from the shareowner is the return of the shareowner and the economic increase of the shareowner.

In some areas of organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. Developing an institution or organization is a must to survive in the competitive climate of the world.

The organizations put forward by experts, including Miner (Sudarmanto, 2009: 11-12), suggests that four dimensions can be used as benchmarks or indicators in assessing organizational performance, namely:

a. Quality, namely: the level of error, damage, accuracy.

b. Quantity, namely: the number of jobs produced.

c. The use of time in work, namely: absenteeism, tardiness, effective working time / lost work hours.

d. Cooperation with other people at work.

**RESEARCH METHODS**

**Time and Location of Research**

**Population and Sample**

The population in this research are employees who work at the PT. TGI Company. While the sample used includes 135 employees who work in company offices. This sampling uses the saturated sample method because it uses all employees at the company office.

**Data Quality Test**

The questionnaire that will be used in the study, to produce a valid and reliable instrument, first tested the validity and reliability of the instrument. According to Sugiyono (2007: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". Meanwhile, reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2011: 86). By using valid and reliable instruments, it is expected that the research results will be valid and reliable.
RESEARCH RESULTS AND DISCUSSION

1. Effect of Employee Empowerment on Company Performance

The results of the analysis of the effect of employee empowerment on company performance partially show that the employee empowerment coefficient is 0.577. The t value is 8.076. The significant value is 0.00. This significant value is smaller than 0.05. This means that the employee empowerment variable has a partial effect on company performance. The magnitude of the influence of employee empowerment on company performance is known to be the value of r squared of 0.332. This means that the influence of employee empowerment variables on performance is 33.2% and the rest is influenced by other variables that are not included in the equation model.

2. Effect of Work Integrity on Company Performance

The results of the analysis of the effect of employee empowerment on company performance partially show that the coefficient of integrity is 0.664. The t value is 10.175. The significant value is 0.00. This significant value is smaller than 0.05. This means that the integrity variable partially affects company performance. The magnitude of the influence of integrity on company performance is known to be the value of r squared of 0.441. This means that the influence of the integrity variable on company performance is 44.1% and the rest is influenced by other variables that are not included in the equation model.

3. Influence of Organizational Commitment on Company Performance

The results of the analysis of the effect of organizational commitment on performance partially show that the coefficient of organizational commitment is 0.870. The t value is 20.180. The significant value is 0.00. This significant value is smaller than 0.05. This means that the variable organizational commitment partially affects company performance. The magnitude of the influence of organizational commitment on company performance is known to have the value of r squared of 0.757. This means that the influence of the organizational commitment variable on company performance is 75.7% and the rest is influenced by other variables that are not included in the equation model.

4. Influence of Employee Empowerment on Organizational Commitment Partially

The results of the analysis of the effect of employee empowerment on organizational commitment partially show that the employee empowerment coefficient is 0.706. The t value is 11.404. The significant value is 0.00. This significant value is smaller than 0.05. This means that the employee empowerment variable partially affects organizational commitment. The magnitude of the influence of employee empowerment on organizational commitment is known to be the value of r squared of 0.498. This means that the influence of the organizational commitment variable on company performance is 49.8% and the rest is influenced by other variables that are not included in the equation model.

5. Analysis of the Effect of Integrity on Organizational Commitment Partially

The results of the analysis of the effect of integrity on organizational commitment partially show that the coefficient of integrity is 0.785. The t value is 14.490. The significant value is 0.00. This significant value is smaller than 0.05. This means that the variable integrity partially affects organizational commitment. The magnitude of the influence of integrity on organizational commitment is known to have the value of r squared of 0.616. This means that the influence of the integration variable on organizational commitment is 61.6% and the rest is influenced by other variables that are not included in the equation model.

6. Analysis of the Influence of Employee Empowerment on Organizational Performance through Organizational Commitment Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis on a path with a substructure image as follows.

![Path analysis of the influence of employee empowerment on company performance through organizational commitment](image)

Figure 1. Path analysis of the influence of employee empowerment on company performance through organizational commitment

Based on the picture above, it can be seen that the effect of employee empowerment on company performance is 0.577. The effect of employee empowerment on performance through organizational commitment is $0.706 \times 0.870 = 0.614$. In
In this case, the indirect effect is greater than the direct effect, so it can be said that the organizational commitment variable is intervening.

7. Effect of Employee Empowerment on Company Performance through Organizational Commitment Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis on a path with a substructure image as follows.

![Figure 2. Path analysis of the influence of integrity on company performance through organizational commitment](image)

The integrity variable partially affects organizational commitment. The t value is 14.490. The significant value is 0.00. This significant value is smaller than 0.05. The value of $r$ squared is 0.616. This means that the influence of the integrity variable on organizational commitment is 61.6% and the rest is influenced by other variables that are not included in the equation model.

The effect of employee empowerment on organizational commitment is 0.785 x 0.870 = 0.683. In this case, the indirect effect is greater than the direct effect, so it can be said that the organizational commitment variable is intervening.

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The direct effect of employee empowerment on company performance is 0.657. While the effect of employee empowerment on company performance through organizational commitment is 0.785 x 0.870 = 0.683. In this case, the indirect effect is greater than the direct effect, so it can be said that the organizational commitment variable is intervening.

CONCLUSION

Employee empowerment variables partially affect company performance. The t value is 8.076. The significant value is 0.00. This significant value is smaller than 0.05. The value of $r$ squared is 0.332. This means that the influence of employee empowerment variables on performance is 33.2% and the rest is influenced by other variables that are not included in the equation model.

The organizational commitment variable partially affects company performance. The t value is 20.180. The significant value is 0.00. This significant value is smaller than 0.05. The value of $r$ squared is 0.757. This means that the influence of the organizational commitment variable on company performance is 75.7% and the rest is influenced by other variables that are not included in the equation model.

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RECOMMENDATIONS

In increasing organizational performance it is necessary to develop employee empowerment, integrity and organizational commitment. Employee empowerment needs to be done considering that employees are one of the most important assets in developing a company. Activities such as improving training, improving training materials and evaluation after training need to be carried out so that the employee development program can run well. Integrity also needs to be improved. To improve the integrity of the company,
It is necessary to improve the relationship between employees and the company, meet employee needs and hear employee complaints. Organizational commitment also needs to be improved. Employee commitment is enhanced by meeting employee needs and holding frequent employee and leadership meetings so that problems that occur can be resolved.

REFERENCES