

The Influence Empowerment and Organizational Commitment to the Performance of Management Of Marine Tourism

(Study on Marine Tourism in Toronipa Beach, Southeast Sulawesi, Indonesia)

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ABSTRACT

The tourism sector in Indonesia is a mainstay sector in sustaining the national economy. The contribution of tourism to the national economy around 17%, as well as placing fourth place after oil and gas, coal, and palm oil. Tourism potential in Indonesia is spread throughout the region, including in Southeast Sulawesi Province. One of its flagship tourist attractions is the marine tourism of Toronipa Beach. In an effort to support the performance of tourism, human resources (managers) are needed in providing tourist services. Improving the performance of marine tourism managers can be done with an empowerment and commitment approach. The purpose of this study is to analyze the effect of empowerment on performance mediated by organizational commitment to marine tourism managers. The object of this research is the manager of marine tourism in Toronipa Beach, Southeast Sulawesi Province, Indonesia. This study uses a quantitative approach. The population is all of Toronipa beach tourism managers as many as 65 people, samples as respondents were taken as a whole (census sampling) from a population of 65 people. The assessment of respondents' statements uses a Likert scale of points 5,4,3,2 and 1, starting with the answer of the most agree-strongly disagree. Data were analyzed using a statistical approach through Partial Least Squares (PLS) with SmartPLS software version 3.2. The results of the analysis show that the empowerment variable (X1) has a positive and significant effect on the performance (Y) of the marine tourism manager of Toronipa Beach. This is consistent with the results of the influence test of 0.6858 and t-statistics 4.4231 t-statistics, greater than t-tables (1.965). The empowerment variable (X1) has a positive and significant effect on organizational commitment (Z). This is consistent with the results of the influence test of 0.8865 and t-statistic 40.9817, greater than t-table 1.965. Organizational commitment variable (X2/Z) has a positive and significant effect on the performance (Y) of marine tourism management in Toronipa Beach. This is consistent with the results of the influence test of 0.1179 and t-statistics 2.6962, greater than t-table 1.965. The variable of organizational commitment as mediation (Z) the influence of the empowerment variable (X1) on the performance variable (Y) of the marine tourism manager of Toronipa Beach is positive and significant. This is consistent with the test results obtained by the t-statistic value of 2.07, greater than t-table 1.965.

Keywords: Empowerment, Commitment and Performance

I. INTRODUCTION

The tourism sector in Indonesia is a mainstay sector in sustaining the national economy. The contribution of tourism to the national economy around 17%, as well as placing fourth place after oil and gas, coal, and palm oil. Tourism potential in Indonesia is spread throughout the region, including in Southeast Sulawesi Province. One of its flagship tourist attractions is the marine tourism of Toronipa Beach.

Toronipa beach tourism is now designated as a mainstay tourism area which was developed into a national tourism area. From this development, the challenge in the future is how to improve service quality. Service quality can be started from employee performance. Therefore, efforts to support the performance of tourism, human resources (managers) are needed in providing tourist services. Improving the performance of marine tourism managers can be done with an empowerment and commitment approach.

These three aspects (management performance, empowerment and commitment) are currently one of the important aspects of the government in supporting toronipa beach tourism services. Various tourism management training and other efforts carried out by the government so that each individual has a level of decision making that is

strong, professional, and has sufficient and sufficient competence to be able to enter the era where the Torinipa Beach area as a national marine tourism area that is visited by both domestic and international tourists .

The efforts made are very logical because this has been proven by various studies. Bangun (2010), Rahmadian (2014), Nursyamsi (2012), Arifin, et al (2014), Yani, et.al (2016), and Kariuki and Kiambati (2017) in their research showed that empowerment has a positive and significant influence on organizational performance. This is also supported by Tetik (2016) research that the relationship between empowerment and tourism service performance is positively correlated. From this it is seen that empowerment is important in improving work.

The aspect of employee empowerment (workers) will be able to build a sense of commitment to the organization. This is supported by several studies such as Zaraket, et.al (2018); Wanjiku (2016); and Fernandez and Moldogaziev (2011) that employee empowerment has a positive and significant effect on organizational commitment. This relationship describes that organizational commitment is caused by empowerment that brings a match between the demands of the job and the individual needs and values of an employee.

In another study, that empowerment and organizational commitment did not show significance to performance such as the research of Nongkeng, et al (2012), and Arifudin et al (2018) that empowerment had a negative and not significant effect on performance. While organizational commitment has a negative effect on performance in accordance with the results of Mekta research (2017); and Ismail and Sjahrudin (2018) that organizational commitment negatively affects performance. Based on these findings, Hayes (2013) suggests using a mediating variable, so that the effect of organizational commitment as a mediating variable in increasing the significance of empowerment on performance can be analyzed as a basis for developing tourist manager performance.

Another reason for using organizational commitment as mediation is also based on Meyer, et.al (2002) which states that employee commitment is an important determinant of employee empowerment. On this basis, Kariuki and Kiambati (2017) in their study stated that organizational commitment variables mediate the relationship between employee empowerment and organizational performance.

II. LITERATURE REVIEW

4.11 Empowerment

Etymological empowerment comes from the word power which means the ability to do something or the ability to act. To get the prefix to be 'empowered' means to be powerful, capable, powerful, have a sense (ways and so on) to deal with something. Suwatno and Donni (2011) explained that empowerment is an ongoing interpersonal relationship to build trust between employees and management.

Employee empowerment according to Mulyadi (2007: 135) is a trend of managing human capital in future organizations, whereas according to Pradiansyah (2002: 111) empowerment is trust. Foresster (2000) is defined as freedom or the ability to make decisions and commitments. Although employee empowerment varies across studies, the similarity across studies is that it is a multi-dimensional concept that has positive and negative effects on organizational results.

From the above understanding, it can simply be interpreted that empowerment is the process of providing ability to employees so that they have the ability to give consideration regarding whether or not good in carrying out tasks, then be able to make their own decisions to solve problems encountered so they can work with higher and more performance fine again.

Measuring the empowerment of workers (employees) can be done through aspects; decision making, professional growth, Status, Self-Efficiency, autonomy, and impact.

4.12 Organizational Commitment

Meyer and Allen (1990) define Organizational commitment refers to circumstances psychologically binding individuals to remain in the organization. Robbins and Judge, (2009) states that organizational commitment "A state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization." Furthermore, Robbins and Judge, (2009) also suggests that job involvement high means taking sides in a particular work of an individual, while high organizational commitment means siding with the organization.

The indicators used to measure organizational commitment in this study refer to the opinion of Meyer and Allen (1990) consisting of affective commitment, continuance commitment, and normative commitment.

4.13 Performance

Performance in the opinion of Riniwati (2011: 50) is a combination of ability, effort and opportunity that can be assessed from her work. Mangkunegara (2006) states performance as a result of work both in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

The indicators used to measure employee performance in this study refer to the opinion of Mathis and Jackson (2002) consisting of output quantity, output quality, output period, attendance at work, and cooperative attitude. Meanwhile, to measure performance indicators can be used; pedagogical competence, personality competence, social competence, and professional competence.

4.14 Influence Between Variables

Foresster (2000) states that employee empowerment is quite varied in various studies related to organizational performance improvement. In the research of Tetik (2016), Bangun (2010), Rahmadian (2014), Nursyamsi (2012), Arifin, et al (2014), Yani, et.al (2016) and Kariuki and Kiambati (2017) in their research showed that empowerment has positive and significant effect on organizational performance. Meanwhile, empowerment does not show significance to performance as research by Nongkeng, et al (2012), and Arifudin et al (2018). From the diversity of the literature, there are important points that the multi-dimensional concept between empowerment and performance has positive and negative effects on organizational results.

Several other researchers have also conducted several studies on organizational commitment that show that it has significant implications for employees and the organization. Mowday (1982) holds that organizational commitment represents the relative strength of individual identification and participation in a particular company. Meanwhile, Meyer and Allen (1997) argue that a committed employee often goes to his job, is productive and effective throughout the working day, stays with the organization through ups and downs, cares about the assets of the organization, and finally shares the goals and values of the organization.

As such, organizational commitment influences performance and job turnover (O'Reilly and Chatman, 1986). In addition, organizational commitment affects all stakeholders (Porter et.al., 1974).

Based on the opinion above, then one of the important factors that can affect performance is organizational commitment. Syauta et.al., (2012; and Fitriastuti, 2013), stated that organizational commitment is related to high employee performance. This is also supported by several studies such as Ghorbanpour et al (2014), that organizational commitment has a positive and significant effect on employee performance. The positive and significant relationship according to Lee et.al, 2012) is more caused by individual factors having an initiative in their work, identifying with work related roles; they will become committed to doing work and acting in line with expectations for the job.

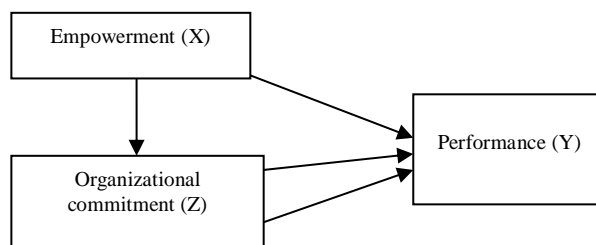


Figure 1. Research Conceptual Framework

Research Hypothesis:

1. Empowerment has a positive and significant effect on the performance of marine tourism managers in Toronipa Beach (H1)
2. Empowerment has a positive and significant effect on the commitment of the marine tourism management organization Toronipa Beach (H2)
3. Organizational commitment has a positive and significant effect on the performance of the marine tourism manager of Toronipa Beach (H3)
4. Organizational commitment plays a significant role as mediation between empowerment of the performance variables of the marine tourism manager of Toronipa Beach (H4).

II. RESEARCH METHODS

The object of this research is the manager of marine tourism in Toronipa Beach, Southeast Sulawesi Province, Indonesia. This study uses a quantitative approach. The population is all of the marine tourism managers of Toronipa Beach as many as 65 people, samples as respondents were taken as a whole (census sampling) from a population of 65 people. The assessment of respondents' statements uses a Likert scale of points 5,4,3,2 and 1, starting with the answer of the most agree-strongly disagree.

Data were analyzed using a statistical approach through Partial Least Squares (PLS) with SmartPLS software version 3.2.4.

The variables in this study are:

1. The dependent variable (Y) is performance, with analytical indicators; pedagogical competence, personality competence, social competence, and professional competence.
2. Independent variable (X) is empowerment, with the analysis indicators being: decision making, professional growth, status, self-efficacy, autonomy, and impact.
3. The mediating variable (Z) is organizational commitment, with the indicator of analysis being (Meyer and Allen (1990); affective commitment, ongoing commitment, and normative commitment.

IV. RESULTS AND DISCUSSION

4.1 Evaluation of Structural Models or Inner Models

The structural model is evaluated by observing the predictive relevance Q^2 of the model that measures how well the observational value is generated by the model. Q^2 is based on the coefficient of determination of all endogenous variables. The magnitude of Q^2 with a range of $0 < Q^2 < 1$, the closer to the value of 1 means the model is getting better. The test results are presented in Table 5.

Table 1. R^2 Value of Endogenous Variables

Structural Model	Endogenous Variable	R-Square
1	Perfo. (Y)	0,6275
2	OC (X2/Z)	0,7859

Based on the coefficient of determination (R^2) it can be seen Q^2 with the following calculation:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - \{(1 - 0,6275)(1 - 0,7859)\}$$

$$Q^2 = 1 - 0,0797 = 0,920$$

In accordance with the results of the calculation of the value of predictive-relevance (Q^2) = 0.920 or 92.00%. This means that the accuracy or accuracy of this research model can explain the diversity of variables in the empowerment of managers of Toronipa Beach and organizational commitment to the performance of managers of Toronipa Beach by 92.00 % (the remaining 8.00% is explained by other variables not included in this research model). Thus, the model designed in this study can be said to be good or has a very good estimated value because it is above 60% so that the model can be used for hypothesis testing.

4.2 Hypothesis Testing

The structural model (inner model) is evaluated by looking at the path coefficient value of the relationship between latent variables. The aim is to find out the relationship between variables in this study. From the PLS model output, structural model testing and hypotheses are performed by looking at the estimated path coefficient values and critical point values (t-statistics) that are significant at $\alpha = 0.05$. The results of the complete data analysis can be seen in the PLS model output.

Testing the relationship model and hypothesis between variables can be done with two stages, namely: (1) testing the direct influence path coefficient, and (2) testing the mediating influence path coefficient.

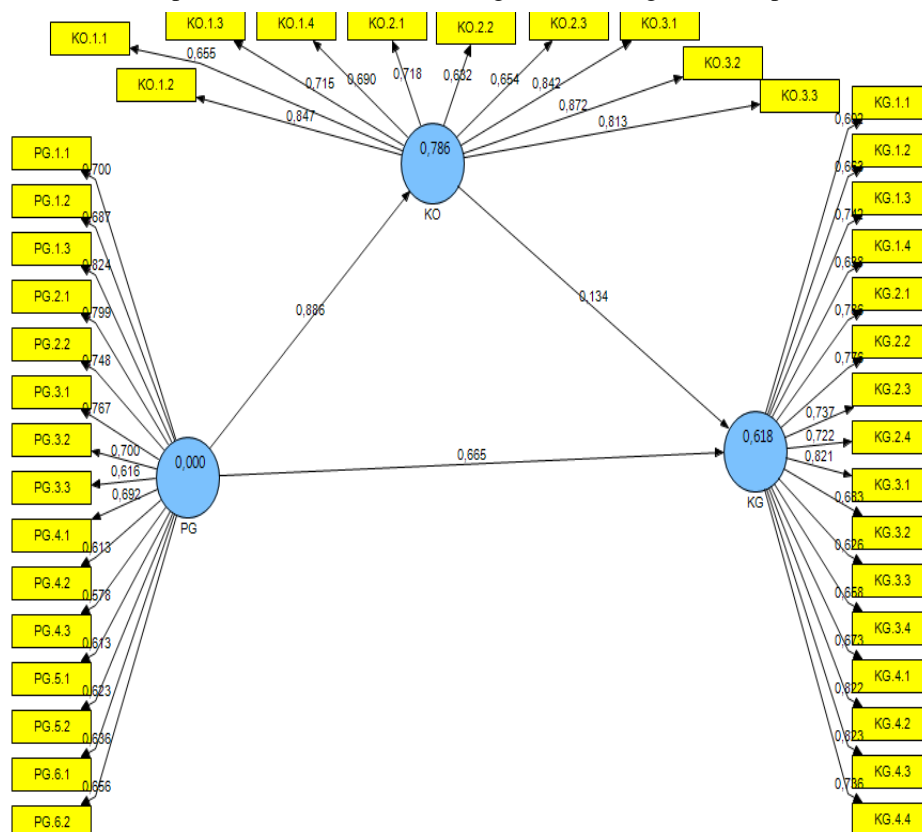


Figure 2. Output of PLS Analysis Results

Table 6. Path coefficients and Hypothesis Testing

Direct influence between variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
OC (X2/Z) -> Perfo (Y)	0,1179	0,1369	0,1694	0,1694	2,6962
Emp (X1) -> Perfo (Y)	0,6858	0,6758	0,155	0,155	4,4231
Emp (X1) -> OC (X2/Z)	0,8865	0,8885	0,0216	0,0216	40,9817

4.2.1 Testing the Hypothesis of Partial or Direct Effects (Empowerment, Organizational Commitment and Performance)

Hypothesis and path coefficient of direct influence between the variables of teacher empowerment and organizational commitment to teacher performance. The results of testing the influence between variables can be known from the path coefficient and critical points (t-statistics) presented in Table 6.

Based on the results of data analysis (Table 6), hypothesis testing can be explained as follows:

H1: Empowerment Has a Positive and Significant Impact on Performance

The direct effect of the empowerment variable on the performance of the marine tourism manager of Toronipa Beach obtained a value of 0.6858 and t-statistic 4.4231. The t-statistic value is greater (>) than the t-table value (1,965), this means that hypothesis 1 which states empowerment has a positive and significant effect on the performance of the marine tourism manager of Toronipa Beach, accepted.

H2: Empowerment Has a Positive and Significant Impact on Organizational Commitment

The direct influence of empowerment on the commitment of the marine tourism management organization Toronipa Beach obtained a value of 0.8865 and t-statistics 40.9817. The t-statistic value is greater (>) than t table (1,965), then hypothesis 2 which states empowerment has a positive and significant effect on organizational commitment of marine tourism management in Toronipa Beach.

H3: Organizational Commitment Has a Positive and Significant Impact on Performance

The direct effect of organizational commitment on the performance of marine tourism managers Toronipa Beach obtained a value of 0.1179 and t-statistics 2.6962. The t-statistic > from the t-table (1,965), so that hypothesis 3 which mentions organizational commitment has a positive and significant effect on the performance of the marine tourism manager of Toronipa Beach, accepted.

4.2.2 Indirect Variable Influence Test / Mediation (Organizational Commitment)

A variable acts as mediation and is significant if the t-count (t-statistic) is greater (>) than the value of t-table (> 1.985).

H4: Organizational Commitment Serves as A Mediator Effect Of Empowerment On Performance

The analysis results obtained that the t-value of 2.07. The value is greater (>) than t-table which is 1.965; this means that the mediation parameters are significant. Thus, hypothesis 4 which states organizational commitment acts as mediation between the effects of empowerment on the performance of the marine tourism manager of Toronipa Beach is accepted.

4.3 Discussion

Based on the findings the study showed that all variables of the direct relationship namely empowerment and organizational commitment have positive and significant effect on performance. The findings of this study support previous research by; Bangun (2010), Fernandez and Moldogaziev (2011), Nursyamsi (2012), Rahmadian (2014), Arifin, et al (2014), Yani, et.al (2016), Tetik (2016), Wanjiku (2016), Kariuki and Kiambati (2017), and Zaraket, et.al (2018).

The findings of this study at the same time reject the research results of Nongkeng, et al (2012), and Arifudin et al (2018) which shows that empowerment has a negative and not significant effect on performance and rejects the Mekta research (2017); and Ismail and Sjahrudin (2018) that organizational commitment negatively affects performance.

However, this finding has hinted that the manager of the marine tourism in Toronipa Beach has implemented the empowerment aspect supported by organizational commitment in order to improve performance. This means that the current management of tourism can be said to be ready to face the challenges of future tourism services along with the development of marine tourism Toronipa Beach as a national and international strategic tourism area which will be visited by local and international tourists.

The findings of this study also show that empowerment is an important factor in efforts to improve the performance of marine tourism managers in Toronipa Beach. Improving manager performance can also be mediated with aspects of organizational commitment. The results of the study indicate that organizational commitment plays a significant role as a mediating variable between the influences of empowerment on the performance of the marine tourism manager of Toronipa Beach. The findings of this study are in line with Kariuki and Kiambati's (2017)

research that organizational commitment variables mediate the relationship between employee empowerment and organizational performance.

From the results of this study it can be said that the empowerment aspect applied by the tour manager will be able to increase the commitment of the manager (worker) to the marine tourism management organization of Toronipa Beach, which in implication will improve employee performance and organizational performance.

Thus, the findings of this study can be a reference for marine tourism management organizations in Toronipa Beach to be able to maintain and / or improve their performance in the future. As a reference for marine tourism management organizations in other regions by applying aspects of empowerment, and organizational commitment in improving performance.

4.4 Research Limitations

In the research process found other factors that affect the quality of the performance of marine tourism managers who did not become the analyzed variables, namely communication skills, competence and lack of tourism training. Thus, research generalizations in improving the performance of marine tourism management are limited to aspects of organizational empowerment and commitment.

4.5 Originality

There has not been a similar study on the marine tourism objects of Toronipa Beach, Southeast Sulawesi Province, and similar studies are also still very limited in Indonesia, including in several countries that analyze the performance of marine tourism managers.

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of the study, it can be concluded as follows:

1. The empowerment variable (X1) has a positive and significant effect on the performance (Y) of the marine tourism manager of Toronipa Beach.
2. The empowerment variable (X1) has a positive and significant effect on organizational commitment (Z) of marine tourism management in Toronipa Beach.
3. Organizational commitment variable (X2 / Z) has a positive and significant effect on the performance (Y) of the marine tourism manager in Toronipa Beach.
4. Organizational commitment variable as mediation (Z) between the empowerment variable (X) to the performance variable (Y) manager of marine tourism in Toronipa Beach is positive and significant.

Future Research

Based on the findings and limitations of the study, it is suggested that in future research it is necessary to include the variables of communication, competence and tourism training in an effort to improve the performance of marine tourism services.

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