

Impact of Improving Organizational Climate, Employee Empowerment on Employee Engagement and Performance

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Abstract. Employee involvement is the hope of every employee who is accepted to work in a company. Employee involvement will make an employee behave in a committed and responsible way of answering his workload. The problem main in a study in a study that is the practice of making decisions, policies set by leaders without involving the opinions of subordinates, and a lack of concern for employee affairs, this is evident from the demonstrations carried out by employees to demand welfare. The purpose of the study is for knowing the influence of organizational climate and employee empowerment on employee performance through employee engagement at PT. Nusantara Plantation IV. The method study uses Structured Equation Model (SEM). The population and research sample are 198 permanent employees at PT. Perkebunan Nusantara IV has worked for more than 10 years. The reason for the researcher choosing a sample with more than 10 years of service is that the researcher considers that the employee already has a lot of knowledge and experience about atrocities or events related to research variables. Data collection techniques using a questionnaire. The results of organizational climate research have a significant effect on the engagement of employees, while employee empowerment is not significant to the performance of employees. Next empowerment of employees is not significant to the engagement of employees and performance of employees. Next involvement employees influential and significant to performance employee. The final involvement employee's role is significant in mediating climate organization to performance employee whereas the involvement of the employee has no own role in mediation empowerment employee to performance employee. Implications findings in the study show that climate organizations in PT. Nusantara IV Plantation still owns the impression culture of the Dutch colonial model. Where are the employees with the position highest that must be valued and respected by everyone his subordinates? Next empowerment of employees During this done in groups in particular, where during this empowerment employee based on proximity Among leaders and subordinates.

Keywords: Organizational Climate, Empowerment, Employee Engagement, Performance.

1. Introduction

Organizational behavior is a scientific discipline or most of the theories used to understand and analyze the existence of human resources in a company (Shankar, 2019). As for application theory, it can be used as a basic development theory (useful for development education) and as a basic application in the world of work (Robbins & Judge, 2012). In organizational behavior, there are three levels of analysis of behavior in a company, namely: individual, group, and organization. Furthermore, this theory will explain the factors that influence employee performance and how to improve employee performance (Newstrom, 2007).

An employee who has a high level of performance generally has a high level of engagement with his work (Syaifuddin, 2022). Where the employee tries his best to achieve work targets that have been set at work, besides that he is also an employee who feels his work is an important thing to maintain and fight for (Gibbons, 2015). Companies that have employees with high levels of work engagement will help and encourage companies to further develop and get full support from all employees for every policy implemented. (Huynh, 2019). Furthermore, prior work engagement affects employee performance through employee creativity, organizational culture, organizational climate, leadership style, and employee empowerment (H. N. I. A. Iqbal, 2019). Furthermore, a high level of work engagement will have an impact on improving employee performance (Ozturk et al., 2021). A study next (Sidharta, 2017) found that the level of work engagement that is not optimal in employees will not have a significant impact on the level of employee performance.

Attachment is suspected to be low working at PT. Perkebunan Nusantara IV due to the accidental employee appointed from the high level of employee tardiness due to the absence of established regulations, namely coming to work at 08.00 WIB, fifteen out of thirty employees said that there was no difference between diligent employees and those who were diligent. employees who are not diligent, three out of fifteen employees said that because they were tired at work there was work that had to be completed outside working hours, and two other employees said because the office was in the city center where there was heavy traffic based on the results of interviews on 30 (three twenty) employees at the company PT. Nusantara Plantation IV. An employee's attachment to the profession he is living in will carry out tasks related to the profession he is living in as best as possible. The attachment of the employee leader to his work will motivate him in carrying out daily activities. Love for the profession will make a person more enthusiastic and have an effective relationship with his profession without feeling burdened by his work (S. F. R. A. L. Y. Lubis, 2019). Employees who work at PT. Perkebunan Nusantara IV assesses that it has an attachment to its work because it is like the profession of a BUMN employee

Organizational climate or organizational climate is very identical to the overall situation in the work environment in a company that has an impact on members in an organization (Siregar, 2022). Organizational climate is an important aspect that can affect employee performance (Schneider & Barbera, 2014). A conducive and productive organizational climate will create an effective communication pattern from all work lines of the company (S. Y. Lubis, 2016). Organizational climate can also be considered as a descriptive suite of a company that can affect the behavior of employees in a company (A. F. Nasib, 2020). Another assumption states that organizational climate is the overall perception of the company's condition that reflects the interaction of all elements within the company. Several studies have found that organizational climate has a significant effect on improving employee performance (Bartram, 2019). further research gaps are the results study (Tsai, 2014) which states that an unstable organizational climate tends to have no significant effect on employee performance.

Based on the results of interviews and observations of researchers at PT. Perkebunan Nusantara IV found several problems related to organizational climate. One of them is that the bureaucracy of BUMN companies in Indonesia is still not ideal or convoluted, it is silent when compared to other BUMNs such as Singapore, Vietnam, and Malaysia, which have a more ideal and flexible bureaucracy so that companies

can easily carry out the resulting transformation to improve the quality of SOEs in the country. Furthermore, the flow of communication at PT. Perkebunan Nusantara IV tends to be unidirectional, as evidenced by the results of the interviews presented by the management, who rarely communicate with employees, only when they are ordered to carry out tasks. The next problem is regarding the practice of making decisions, and policies set by leaders without involving the opinions of subordinates, and a lack of concern for employee affairs. This is evident from the demonstrations carried out by employees to demand welfare, namely termination of employment. to several executive employees and employee leaders at PT. Nusantara Plantation IV. These problems exacerbate the organizational climate at PT. Perkebunan Nusantara IV can improve employee performance

The achievement of optimal employee performance cannot be separated from the process of empowering employees because the process of empowering employees will provide autonomy, authority, trust, and encouragement to achieve optimal performance. The implementation of the employee empowerment process is often identified as an activity to train employees to think, act, behave, react, and do the work given (Roller, 1998). Good empowerment will create productive and creative employees and a high level of loyalty to the company (Soliman et al., 2021). In addition to implementation, good empowerment will also create job satisfaction and employee involvement in employees (Iqbal et al., 2020). The results of the study found that continuous employee empowerment will improve employee performance optimally (Tuffaha, 2020) (Q. Iqbal et al., 2020). Research gaps this the results study (Saleem et al., 2019) found that empowerment which is only a formality and has clear objectives does not have a significant impact on employee performance.

In the aspect of employee empowerment at PT. Perkebunan Nusantara IV has not been implemented optimally, this can be proven by the pattern of communication and interaction that has not been optimal, which has an impact on the empowerment process which has not been carried out optimally. For example, the level of employee participation is very limited by regulations regarding the division of labor so the ability of employees can only be increased in one line of work. circumstances that will make it more difficult for PT. Perkebunan Nusantara IV to compete with private plantation companies with employees who can work in more than one line of work.

2. Literature Review and Research Hypothesis

2.1 Employee Performance

The strength of a state-owned company cannot be separated from employees who have good performance (Basril, 2022). Many people think that employees who work for state-owned companies tend to be lazy at work (Z. L. J. I. E. N. A. Fadli, 2023). When employees are still not permanent, employees will work to their maximum ability. However, when employees have permanent status, employees tend to work with normal performance (H. A. H. S. R. Nasib, 2022). This condition is of course not only detrimental to state-owned companies but the employees themselves (I. L. Nasib, 2020). Even though the leadership hopes that the quality and quantity of work will continue to improve from time to time. In addition, the ability to work together and communicate is also a complementary element of good or bad employee performance (Pebri, 2020).

Employees will violate both in carrying out their duties and functions so that the company does not experience many losses (Ahoto, 2022). Because this causes a replacement cost from the behavior and actions taken by the employee. not optimal employee performance is not only influenced by individual factors alone (Hou, 2022). Companies with long levels of organizational structure will also affect the quality and quantity of employee work (Hou, 2022). Finally, maximum employee performance can be measured

when employees are asked to work overtime beyond their working hours as requested by their superiors (A. Fadli et al., 2020).

2.2 Employee Engagement

Work engagement is a person's statement as a whole, and positive thoughts related to his work (Robert & Jhon, 2010). Attachment is the intuition of people, especially leaders in the organization about work motivation (Schneider & Barbera, 2014). Work engagement is a positive state of mind filled with work-related matters characterized by a spirit of devotion and devotion (Fanggidae et al., 2020) The verb "engage" has many meanings varying from an immediate emotional state to "equipment" that engages and commits to other transactional circumstances to work in return for a fair economic exchange in the workplace (Salanova, 2007). The word engagement is a unique condition related to job demands, factors that affect work, and performance which will describe the original and unique psychological conditions experienced by members of the organization. Engagement is a positive attitude in which a person goes beyond the call of duty to increase the level of ownership and to advance the overall business interests of the organization (Robbins, 2012). The employee's positive attitude to the workplace and its value system, in other words, is called the employee's positive relationship with his work (J., 2014) In addition, it is also a discretionary effort or a form of role or extra roles or effort that drive change and practically affect employee morale, productivity, commitment, loyalty to internal and external customers, absenteeism and employee turnover in the organization (Dajanid, 2015).

Organizational climate is considered as the degree of relative environmental quality of an organization experienced by its members, where it influences their behavior, and how well the organization functions (Afsar & Badir, 2016)(Nwanzu & Babalola, 2021). According to (Gibson et al., 2012) organizational climate is an important factor that determines the creation of a conducive interaction pattern within a company and has an impact on the level of sustainability of an organization. Organizational climate is often considered a condition of organizational culture. A good organizational climate will create employee comfort and engagement with the work environment and can further improve employee performance (Karanika-Murray et al., 2017). Organizational climate is also often identified as a description of the company's internal atmosphere that is felt by all employees as long as all employees work to achieve the goals set by company management (Zhang, 2020).

2.4 Employee Empowerment

Empowerment is the authority to make decisions in certain areas of operations without having to get approval from other people. Empowerment is giving autonomy, authority, and trust and encouraging individuals in an organization to develop rules to get work done (Bloom, 2021). Empowerment also means sharing information and knowledge among employees that are used to understand and support organizational performance, giving rewards to organizational performance, and providing autonomy in making decisions that affect the organization. Empowerment is a very important contemporary practice for human resources that are widely recognized in today's competitive business context (Durai, 2010). Individual orientation toward their work role into 4 dimensions, namely meaning, competence, self-determination, and impact (DeCenzo et al., 2016). The purpose of employee empowerment is to develop individual performance and help employees achieve their goals by empowering employees to participate in the decision-making process. Employees think about their jobs and find and solve problems related to their jobs (Jones & George, 2012).

2.5 Theoretical Framework

The literature review that the researcher carried out gave birth to the direction or flow of research and research hypotheses. Furthermore, this flow becomes the basis for researchers to describe the conceptual framework as follows:

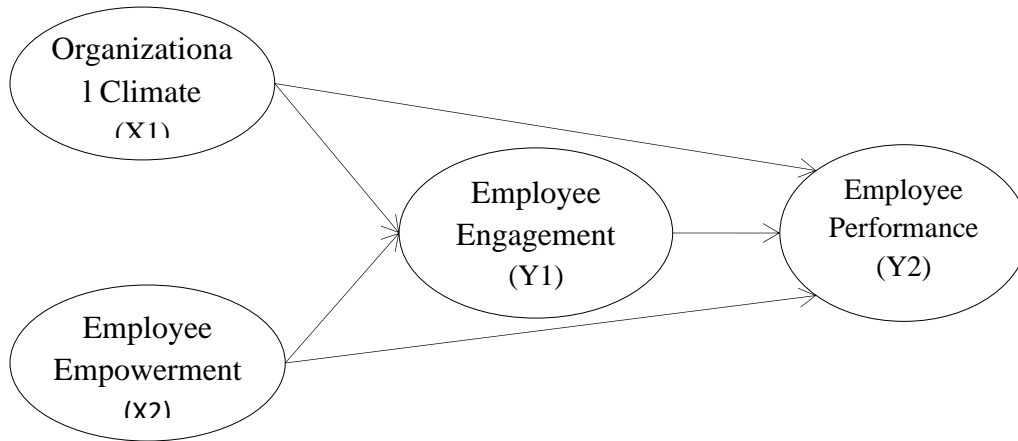


Fig.1: Schematic diagram of the relationship between research variables

2.6 Hypothesis Study

Hypothesis study is as follows:

1. There is an influence climate organization to involvement employees.
2. There is influence empowerment work to involvement employees.
3. There is an influence of climate organization on the performance of employees.
4. There is influence empowerment work to the performance employee.
5. There is influence involvement employee to performance employee.
6. There is an influence climate organization to performance employee through involvement employee.
7. There is influence empowerment work to performance employee through involvement employee

3. Methodology

This type of research is quantitative research where data is obtained from primary data through the distribution of research questionnaires which are compiled based on indicators of each variable of organizational climate, employee empowerment, job satisfaction, and employee performance. The target population and research sample are 98 permanent employees at PT. Perkebunan Nusantara IV has worked for more than 10 years. The reason the researcher chose a sample with more than 10 years of service is that the researcher considers that employees have a lot of knowledge and experience about atrocities or events related to research variables. Data analysis using a Structured Equation Model (SEM) based on Partial Least Square (PLS). According to (Ghazali, 2013) SEM-PLS can work efficiently for small samples and complex models. In addition, the assumption of data distribution in the SEM-PLS is relatively looser compared to that from CB-SEM. SEM-PLS is a nonparametric approach; can work well even for data that is not usually extremely distributed. Next is the Partial Least Square (PLS) method. It has brought in and out this study which consists of 1) The first stage is to test the measurement model (Outer Model), namely to test construct validity and the reliability of each indicator. 2) The second stage is to test the structural model (Inner Model) which aims to determine whether there is an influence between correlation variables between the construction measured in this study.

4. Research Result
Measurement Model Analysis (Outer Model)
Convergent Validity Test

Table 1. Constructs validity test

Indicator	validity
OC1	0.708
OC2	0.775
OC3	0.746
OC4	0.739
OC5	0.747
EE1	0.864
EE2	0.819
EE3	0.792
EE4	0.754
EG1	0.951
EG2	0.912
EG3	0.911
EG4	0.913
EP1	0.889
EP2	0.910
EP3	0.843
EP4	0.931

Based on the figure above, all indicators in the model are greater than 0.7. So that it can be concluded that this research variable is reliable for its measurement. Then that can be used in further analysis.

Construct reliability test

Table 2. Construct reliability test

Variables	Cronbach's Alpha
Organizational Climate	0.708
Employee Empowerment	0.775
Employee Engagement	0.746
Employee Performance	0.739

Based on Table 2, it can be seen that the average value is more than 0.5. Then the composite reliability value is more than 0.7. So, it can be concluded that the indicators in this study can measure properly.

Measurement Model Analysis (Inner Model)
Coefficient of Determination (R²)

Table 3. R-Square

Variable	R Square	R Square Adjusted
Employee performance	0.441	0.422
Employee Engagement	0.529	0.518

Based on the data from Table 3, it is known that the adjusted R Square value for employee engagement is 0.518 or 51.8%. the remaining 48.2% is influenced by other variables that are not the variables studied in the study, while for employee performance variables the R Square Adjusted value is 0.422 or 42.2% while on the contrary 57.8% is influenced by other variables that are not included in this study.

Predictive _ Relevance (Q²)

The Q² value has the same meaning as the coefficient of determination (R- Rectangle). that score from Q² which is greater than compared to 0 shows the model's predictive relevance. On the other hand, if the Value of Q² is less compared to 0, he indicates that the model has less predictive relevance. In other

words, where all the higher the Q2 value, the model can be considered a better fit for the data. Consideration of that score from Q2 can be finished in the US as follows:

$$Q_2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)$$

$$Q_2 = 1 - (1 - 0.518) (1 - 0.422)$$

$$Q_2 = 1 - (0.482) (0.578)$$

$$P2 = 1 - 0.278$$

$$Q2 = 0.721$$

Based on the results of the Q2 value of 0.721. So, it can be concluded that overall, the variables in this study Organizational Climate, employee empowerment, employee engagement, and employee performance contribute authenticity data to the existing structural model of 72.1%. Then the remaining 27.9% needs to be developed apart from variable research.

Hypothesis Test Results

Table 4. Influence Live and Influence Not Live

	T Statistics (O/STDEV)	P value	Conclusion
Organizational Climate -> Employee engagement	3,429	0.001	Be accepted
Employee engagement -> > Employee Performance	9.174	0.000	Be accepted
Employee Empowerment -> Employee engagement	0.678	0.498	Not accepted
Organizational Climate -> Employee Performance	1,440	0.151	Not accepted
Employee Empowerment -> > Employee Performance	0.932	0.352	Not accepted
Employee Empowerment -> Employee engagement -> Employee Performance	0.675	0.500	Not accepted
Organizational Climate -> Work Engagement -> Employee Performance	3.113	0.002	Be accepted

Source: Smart PLS (2023)

5. Discussion

Organizational climate is often identified as a result of suite events that occur in the work environment which are considered as employees as part of implementing company management activities. Work climate is an important thing to control to create work consistency because it is considered that organizational climate can be a determining factor in achieving employee performance (Litwin & Stinger, 1968). Organizational climate is also considered as the quality of the work environment experienced by all employees in a company where these circumstances can have an impact on employee behavior in carrying out their work (Moon & Choi, 2014). In addition, climate work can be considered positive if climate organizations can make a positive contribution to performance and encourage productivity creation, while climate work is considered negative if working conditions are very fragmented which can hinder individual and group work activities. (Gibson et al., 2012). The test results show that work climate affects employee performance, where the results are consistent with some researchers finding that work climate has a significant effect on employee performance (Kia et al., 2019). Implications findings in the study show that climate organizations in PT. Nusantara IV Plantation still owns the impression culture of the Dutch colonial model. Where are the employees with the position highest that must be valued and respected by everyone his subordinates?

Employee empowerment is considered an activity process by company management to empower all human resources to improve their work abilities, have a high sense of responsibility towards work, and can be trusted and able to work by employees with their work authority (Bloom, 2021). The implementation of the employee empowerment process is often also identified as an activity to train employees to think, act, behave, react, and do the work given (Roller, 1998). Empowerment is essentially carried out to provide

insufficient responsibility and authority to all employees to make decisions in a work process that affects the level (quality and quantity) of employee work output (Q. Iqbal et al., 2020). The test results show that *employee empowerment* has no significant effect on employee performance, the findings are the same as various studies finding that *employee empowerment* has no significant effect on employee performance (Ozturk et al., 2021). According to (Gibson et al., 2012) *work engagement* or employee engagement is considered as the level of the emotional and intellectual relationship between employees towards work, work environment, leadership, and corporate culture. Employee engagement is also considered as a positive attitude that employees have towards the company where they work and with the values that employees have. So it can be concluded that the design of employee job attachments can be considered a two-way relationship between employees and their work environment or company (A. F. Nasib, 2020). Several studies have found that work attachment variables affect employee performance (Suhartanto et al., 2018). The results of the mediation test found that attachment work can mediate the influence of organizational culture, employee creativity, organizational climate, and transformational leadership on employee performance (Amelia, 2018). Implications findings in the study show that empowerment of employees During this done in groups in particular, where during this empowerment of employees is based on proximity Among leaders and subordinates.

6. Conclusion

Based on the results of testing and analysis of each pattern of influence of each research variable, the following conclusions can be obtained:

- *Organizational climate* has a significant influence on employee engagement. Thus, it can be concluded that if the existing aspects of the work climate can be applied properly then it will make a significant contribution to increasing the work engagement of implementing employees at PT. Nusantara Plantation IV.
- *Employee Empowerment* has no significant effect on employee engagement. Thus, it can be concluded that the aspects indicated by the research respondents through the answers to each statement relating to Employee Empowerment are not yet at the optimal level so the significance level is also not optimal in influencing the work engagement of PT. Nusantara Plantation IV.
- *Organizational climate* has a significant influence on employee performance. Thus, it can be concluded that if the existing aspects of the work climate can be applied properly then it will make a significant contribution to improving the performance of the executive employees at PT. Nusantara Plantation IV.
- Employee empowerment _ does not have a significant effect on employee performance. Thus, it can be concluded that the aspects indicated by the respondent's study through the answers to each statement related to Employee Empowerment have not been optimal so the significance level is also not optimal in influencing the performance of PT. Nusantara Plantation IV.
- Attachment Work has a significant influence on employee performance. Thus, it can be concluded that if the aspects contained in the Work Appendix can be applied properly then it will make a significant contribution to improving the performance of implementing employees at PT. Nusantara Plantation IV.
- The mediation of the role of the work engagement variable on the influence of work climate on employee performance shows significant results and the direct effect of work climate on employee performance is also significant, so based on the results it can be concluded that the mediation role of the work engagement variable is included in the *half mediation*/ all mediation category.
- Inside suggestions study this that is as following:

- For study next preferably turnover intention. Remember research already _ there is not yet many examined turnover intentions in a particular employee at the company Indonesian government.
- The limitations of the study are that is only studies one company owned by the Indonesian government. So expected study next studied two companies owned by the Indonesian government.
- Expected results study this Becomes ingredients consideration specifically PT management Nusantara Plantation IV in increase performance employee. During this, the employees in the company owned by Indonesia are known with fewer employees _ good response _ in increasing the quality and quantity of his work.

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