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THE EFFECT OF EMPOWERMENT ON PERFORMANCE THROUGH COMMITMENT AND CREATIVITY AS A MEDIATION VARIABLE IN MARITIME SECTOR MSMEs IN SUMENEP REGENCY

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ABSTRACT

This study used commitment and creativity as mediating factors to examine the effects of empowerment on performance. The Micro small and Medium Enterprises (MSMEs) Maritime Sector in Sumenep Regency is the subject of this study's attention. Due to their importance to the community's economy, MSMEs must perform well. This study utilized a saturated sample, or all 57 respondents, from a population of 57 MSME players. The method of gathering data involves giving out questionnaires to participants, who then return them all in full, ensuring that no questionnaires are left unfilled. SEM-PLS, or structural equation modeling, was employed for data analysis. The findings of this study show that empowerment has a positive and not significant impact on organizational commitment, empowerment has a positive and significant impact on performance, empowerment has a positive and significant impact on creativity, commitment has a positive and not significant impact on performance, and commitment does not act as a mediator between empowerment and performance or creativity. This study is anticipated to serve as a foundation for decisions about the district of Sumenep's MSMEs.

Keywords: *Empowerment, Commitment, Creativity, Performance, MSMEs.*

1. INTRODUCTION

Development of the people's economy, in compliance with the President of the Republic of Indonesia's directives to create Micro, Small, and Medium-Sized Enterprises (MSMEs) and to modernize cooperatives. As 99% of all business units in Indonesia, MSMEs play a critical role in the country's economic development. According to the Coordinating Ministry for Economic Affairs of the Republic of Indonesia [1], MSMEs make up 60.5% of the nation's Gross Domestic Product (GDP) and account for 96.9% of all employment in the country. Since the COVID-19 epidemic caused a slump in the MSME sector, MSMEs have developed more rapidly. The national and international economies are in a slump as a result of the COVID-19 epidemic. This is characterized by a decline in national and global economic growth. Only in the

second quarter of 2020, when it grew by -5.3%, did the national economy itself experience a decline [2].

One of the Government's commitments is to empower Micro, Small, and Medium Enterprises (MSMEs) in Indonesia. During the COVID-19 epidemic, it served as one of the main drivers of economic growth [3]. MSMEs play a crucial role in the development of local economies by being empowered and innovating through their inventiveness to enhance performance [4]. As the engine of the people's economy, MSMEs' performance needs to be immediately improved as a significant milestone in the national economy [5].

An organization's capacity to develop, use, and maximize its talent is improved by empowerment. Empowerment is therefore viewed as a technique to

enhance performance [6]. According to Rani et al., [7], empowerment can boost employees' motivation, improve their level of performance, and improve organizational performance. In order for every person, individually and collectively, to be able to have the capacity, will (motivation), and readiness to work together and communicate effectively, which are based on moral and spiritual maturity, in order to achieve individual or organizational achievement, empowerment is the result of coaching, direction, and support efforts [8].

According to Violita [9], commitment is the capacity and willingness to connect one's actions with those of the organization. Affective commitment, continuance commitment, and normative commitment are the three parts of organizational commitment, which is a psychological state that describes the relationship between employees and the organization or the implications that influence whether employees will stay in the organization or not. This notion of organizational commitment is intriguing because it highlights how motivated employees are psychologically to stay with the company [10].

In the dynamics of international competition, it is impossible to disregard the importance of creativity in business success and growth. According to research, innovation is crucial to organizational competence and survival [11]. Therefore, in order to manage their operations effectively and keep up with the trends, corporations need to be innovative and dynamic. Organizations need creativity because it helps them be more effective and responsive to opportunities as well as adapt to change, grow, and compete in international markets [12].

According to Alnidawi and Jaffal [13], performance refers to a person's overall accomplishment or performance in relation to their task. According to particular criteria and measuring tools, performance is an accomplishment that may be demonstrated by employees or attained by a person or organization [14]. One of the most crucial ideas in economics and management is the notion of performance. It has drawn a lot of interest from academics and philosophers. The term "performance" refers to a powerful company that makes an effort to increase its performance through learning, innovation, and the advancement of information technology.

2. LITERATUR REVIEW

Performance is a difficult topic that requires constant improvement from a personal, social, and organizational perspective [15]. Performance is also the ability of people to carry out duties successfully or unsuccessfully

[16]. According to a number of explanations offered by experts, performance is the outcome of work completed by employees in an organization that is both quality and quantity-oriented, done within the legally prescribed time frame, without breaking the law, and in line with morals and ethics [17]. A good performance from a company is a result of the efforts of each individual employee. Management must raise each employee's performance in order to raise organizational performance. Management and individuals can take a variety of actions to raise performance [18]. According to Muhammad [19], performance indicators include work results, processes, and attitudes.

According to Ibrahim et al., [20], empowerment is a set of behaviors that combine information sharing, authority delegation, increased autonomy, and increased team dependence. It can also refer to a method of delegation that places work decision-making as closely as possible to unit operations. Another strategy that emphasizes the working person's emotional state is empowerment. According to Al-Makhadmah et al., [21], empowerment psychologically represents a person's attitude about their job-related responsibilities. Empowerment is a strategy for generating skilled labor that can advance knowledge, technology, and managerial abilities [22]. Individual insights, skills, and work capacities can all be improved by empowerment [23]. The following are the empowerment indicators [24]: initiative, trust, and responsibility are the first three.

A commitment includes a strong belief in and acceptance of the organization's objectives and core values, a readiness to put forth significant effort on its behalf, and a strong desire to carry on working there [25]. Involvement and attention are measured, and the integration of personal and organizational goals is examined [26]. The focus of organizational researchers and business leaders, on the other hand, has long been on organizational commitment, with the theory that organizations with committed employees are more competitive, and employees with high levels of performance who are more efficient are less likely to leave [19]. The best performance can be anticipated from people who are highly committed [27]. Identifying organizational goals, feeling engaged in organizational duties, and feeling loyal to the organization are the three indications of organizational commitment [19].

According to Farida et al., [28] "creativity" is the process of coming up with novel and practical ideas. The ability to independently generate practical ways to meet challenges and solve problems is referred to as creativity, which is defined as a creative construction design for work-related problems that is done in a valid manner with a step-by-step method [29]. Additionally,

creativity still involves the creation of novel concepts and benefits from utilizing organizational or societal goals [28]. Due to their abilities, knowledge, and innovative thinking based on their life experiences and formal education, individuals have inherited creativity. Employee creativity has become crucial to a company's competitive edge in the modern business world [30]. Lists the following characteristics of creativity as indicators: competence, creative thinking abilities, openness, experimentation, and knowledge sharing [31].

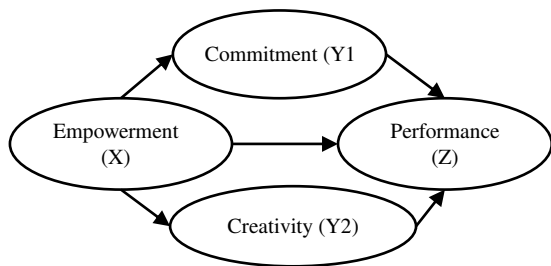


Figure 1 Conceptual Framework.

Hypothesis 1: Empowerment has a positive and significant effect on organizational commitment.

Hypothesis 2: Empowerment has a positive and significant effect on performance.

Hypothesis 3: Empowerment has a positive and significant effect on creativity.

Hypothesis 4: commitment has a positive and significant effect on performance,

Hypothesis 5: Creativity has a positive and significant effect on performance.

Hypothesis 6: Empowerment has a positive and significant effect on performance through commitment.

Hypothesis 7: Empowerment has a positive and significant effect on performance through creativity.

3. METHOD

In this study, 57 MSMEs from the maritime industry in Sumenep Regency made up the population. This study used a saturated sample, which was drawn from the total population due to the small number of samples. Sugiyono [32] claims that if the research population is small, a saturated sample is employed. A questionnaire is the method of data collecting that is utilized. All 57 of the given questionnaires were returned, with no missing ones. Quantitative analysis employing the SEM-PLS (Structural Equation Modeling-Partial Least Square) model was utilized in this study to examine the theoretical framework and the data analysis methods.

The author's method involves creating pathways using SmartPLS or path analysis. A small example is what led to the use of the SmartPLS application. The following are a few steps in the procedure used to analyze the data:

3.1. Path Diagram Construction

Building a crucial path diagram for a study. The path diagram in this study was built using the following model:

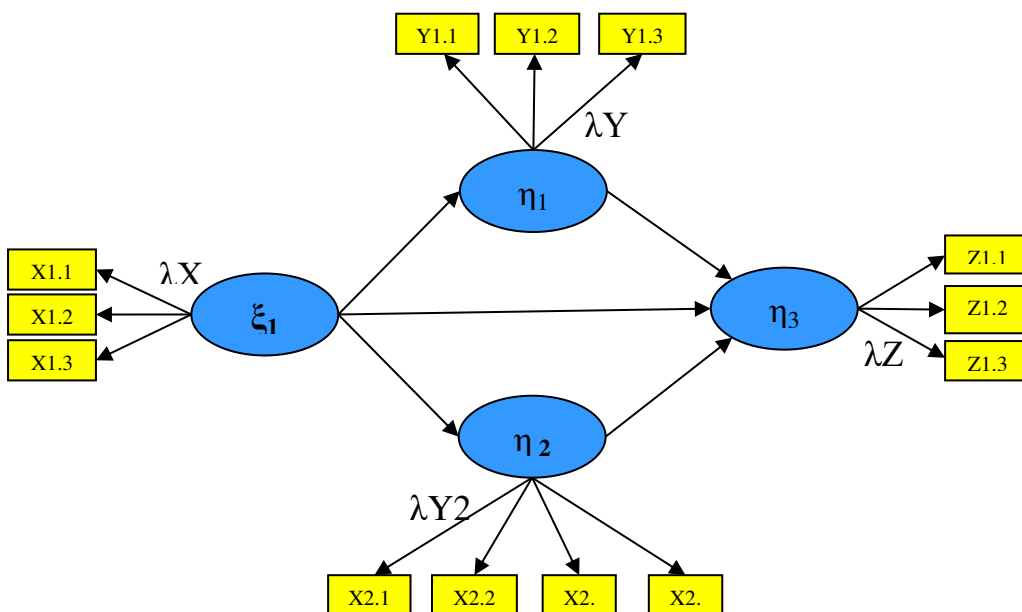


Figure 2 Path Diagram Construction.

3.2. Equations From Path Diagrams

The measuring model's equation, which is made up of the variables empowerment (X), commitment (Y₁),

creativity (Y₂), and performance (Z), is shown below.

Table 1. Variable Measurement Model Equation

Variables	Loading Indicator	Measurement Model Equation
X Empowerment	$\lambda X_{1.1}$	$X_{1.1} = \lambda X_{1.1} X_1 + \delta_1$
	$\lambda X_{1.2}$	$X_{1.2} = \lambda X_{1.2} X_1 + \delta_2$
	$\lambda X_{1.3}$	$X_{1.3} = \lambda X_{1.3} X_1 + \delta_3$
Y ₁ Commitment	$\lambda Y_{1.1}$	$Y_{1.1} = \lambda Y_{1.1} Y_{1.1} + \epsilon_1$
	$\lambda Y_{1.2}$	$Y_{1.2} = \lambda Y_{1.2} Y_{1.2} + \epsilon_2$
	$\lambda Y_{1.3}$	$Y_{1.3} = \lambda Y_{1.3} Y_{1.3} + \epsilon_3$
Y ₂ Creativity	$\lambda Y_{2.1}$	$Y_{2.1} = \lambda Y_{2.1} Y_{2.1} + \epsilon_1$
	$\lambda Y_{2.2}$	$Y_{2.2} = \lambda Y_{2.2} Y_{2.2} + \epsilon_2$
	$\lambda Y_{2.3}$	$Y_{2.3} = \lambda Y_{2.3} Y_{2.3} + \epsilon_3$
	$\lambda Y_{2.4}$	$Y_{2.4} = \lambda Y_{2.4} Y_{2.4} + \epsilon_4$
Z Performance	$\lambda Z_{1.1}$	$Z_{1.1} = \lambda Z_{1.1} Z_{1.1} + \epsilon_1$
	$\lambda Z_{1.2}$	$Z_{1.2} = \lambda Z_{1.2} Z_{1.2} + \epsilon_2$
	$\lambda Z_{1.3}$	$Z_{1.3} = \lambda Z_{1.3} Z_{1.3} + \epsilon_3$

The following is a variable operational table consisting of variables, definitions, and measurement indicators.

4. RESULT

smartPLS software, the study's path diagram was created. The following are the models used in this study:

Path diagram construction in this study using a model created based on the research concept using

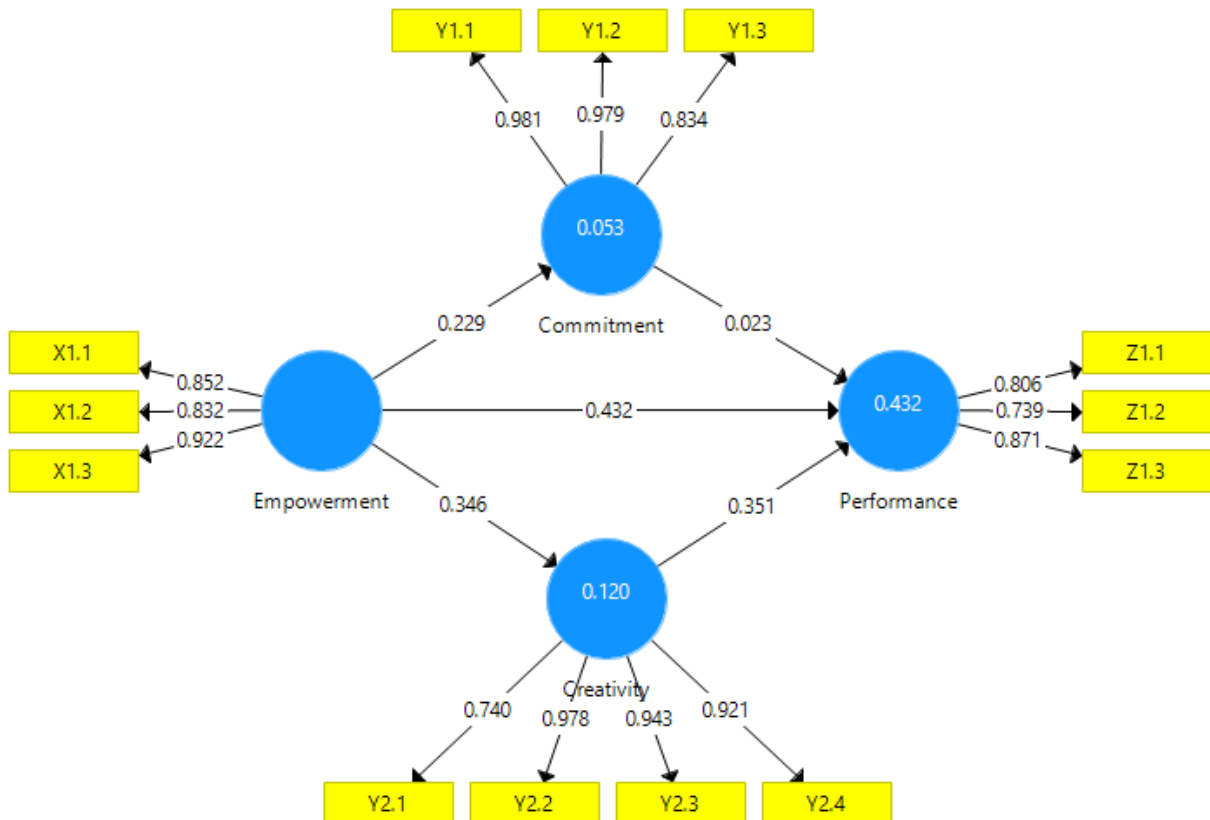


Figure 3 Path Diagram Construction Output.

The measurement model equation's output for the variables empowerment (X), commitment (Y1),

creativity (Y2), and performance (Z) is shown in the table below.

Table 3. Variable Measurement Model Equation Output

Variables	Loading Indicator	Measurement Model Equation
X Empowerment	$\lambda X1.1$	$X_{1.1} = 0.852 X_1 + \delta_1$
	$\lambda X1.2$	$X_{1.2} = 0.832 X_1 + \delta_2$
	$\lambda X1.3$	$X_{1.3} = 0.922 X_1 + \delta_3$
Y ₁ Commitment	$\lambda Y1.1$	$Y_{1.1} = 0.981 Y_{1.1} + \epsilon_1$
	$\lambda Y1.2$	$Y_{1.2} = 0.979 Y_{1.2} + \epsilon_2$
	$\lambda Y1.3$	$Y_{1.3} = 0.834 Y_{1.3} + \epsilon_3$
Y ₂ Creativity	$\lambda Y2.1$	$Y_{2.1} = 0.740 Y_{2.1} + \epsilon_1$
	$\lambda Y2.2$	$Y_{2.2} = 0.978 Y_{2.2} + \epsilon_2$
	$\lambda Y2.3$	$Y_{2.3} = 0.943 Y_{2.3} + \epsilon_3$
	$\lambda Y2.4$	$Y_{2.4} = 0.921 Y_{2.4} + \epsilon_4$
Z Performance	$\lambda Z1.1$	$Z_{1.1} = 0.806 Z_{1.1} + \epsilon_1$
	$\lambda Z1.2$	$Z_{1.2} = 0.739 Z_{1.2} + \epsilon_2$
	$\lambda Z1.3$	$Z_{1.3} = 0.871 Z_{1.3} + \epsilon_3$

Daddad

The measuring model's equation, which is made up of the variables empowerment (X), commitment (Y₁), creativity (Y₂), and performance (Z), is shown below.

3.2. Equations From Path Diagrams

Since there ought to be similarities or resemblance (convergence), convergent validity is used to assess the

degree to which a measuring instrument from one program is operationalized in another. Greater than 0.50 is the upper limit for outer loading. The convergent validity results are as follows:

Table 4. Convergent Validity

Variables	Indicators	Outer Loading
Empowerment (X)	X1.1	0.852
	X1.2	0.832
	X1.3	0.922
Commitment (Y ₁)	Y1.1	0.981
	Y1.2	0.979
	Y1.3	0.834
Creativity (Y ₂)	Y2.1	0.740
	Y2.2	0.978
	Y2.3	0.943
	Y2.4	0.921
Performance (Z)	Z1.1	0.806
	Z1.2	0.739
	Z1.3	0.871

Table 4 displays the outcomes of processing using SmartPLS. Since all indicators have a loading factor value above 0.50, the value of the outer model, or the correlation between constructs and variables, satisfies convergent validity.

The reliability score for a construct and the Average Variance Extracted (AVE) score for each construct can also be used to determine the goodness of fit criteria. If

the Composite Reliability score is larger than 0.70, the AVE is greater than 0.50, and the Cronbach alpha value is higher than 0.6, the construct is considered to have good reliability. The values for the empowerment, motivation, satisfaction, and performance variables are shown in Table 5 along with the composite reliability, Cronbach alpha, and average variance extracted (AVE) values.

Table 5. Construct Reliability

Variables	Cronbach's Alpha	Composite Reliability	AVE
X	0.826	0.876	0.639
Y ₁	0.929	0.953	0.872
Y ₂	0.918	0.944	0.810
Z	0.729	0.848	0.652

All variable constructs meet the requirements for being trustworthy, according to Table 5. This is demonstrated by the recommended criteria, which include the composite reliability value over 0.70, AVE above 0.50, and Cronbach's Alpha above 0.60.

The causality test was used to assess the degree of direct and indirect effect between constructs. All of the coefficient lines' one-pointed arrow coefficients are what constitute the direct effect. The effect that results from a middle variable is known as an indirect effect. According to the analysis done, there are both direct and indirect effects on the influence between variables.

Table 6. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Commitment Performance ->	0,023	0,028	0,128	0,180	0,857
Creativity Performance ->	0,351	0,347	0,132	2,665	0,008
Empowerment Performance ->	0,432	0,438	0,141	3,055	0,002
Empowerment Commitment ->	0,229	0,251	0,129	1,774	0,077
Empowerment Creativity ->	0,346	0,367	0,111	3,134	0,002

The direct effect analysis's findings indicate that commitment has little to no impact on output. The analysis's findings, which demonstrate that the T-statistic is less than the T-table with a P-value higher than 0.05, demonstrate this. The analysis's findings, which reveal that the T-Statistics are bigger than the T-table with a P-Value lower than 0.05, also demonstrate that creativity significantly affects performance. Performance is significantly impacted by empowerment, as evidenced by the analysis's findings that the T-

Statistics are higher than the T-table with a P-Value lower than 0.05. As can be observed from the analysis's findings, which reveal that the T-statistic is smaller than the T-table with a P-value higher than 0.05, empowerment has no discernible impact on commitment. According to the analysis's findings, which demonstrate that the T-Statistics are greater than the T-table with a P-Value lower than 0.05, empowerment has a substantial impact on creativity.

Table 7. Indirect Effect

	T Statistic	Std. Error	P Value
Empowerment -> Commitment-> Performance	0.178774	0.02946178	0.85811516
Empowerment -> Creativity-> Performance	2.023007	0.06003242	0.04307243

According to the examination of the Sobel Test's effect of mediation, dedication does not significantly moderate the impact of empowerment on performance. The findings of the Sobel Test, which demonstrate that the T-Statistics are smaller than the T-table with a P-Value higher than 0.05, demonstrate this. The Sobel test results, which indicate that the T-Statistic is bigger than the T-table with a P-Value lower than 0.05, further demonstrate that creativity mediates a significant influence of empowerment on performance.

DISCUSSION

The better the empowerment is implemented, the less substantial an influence it has on the commitment of MSME company actors. Empowerment has a positive but insignificant effect on organizational commitment. The findings of this study are consistent with those of Sulistiono et al., [33] research and inversely correlated with those of Andika and Darmanto [34], Hanayasha [35], Marta et al., [36], Riyadi and Auliya [37]. This outcome comes about because it seems like MSME business actors' inner motive drives their dedication more than anything else. Performance is significantly and favorably impacted by empowerment. The performance of MSME business actors increases with empowerment. This research is inversely proportionate to research of Harnani and Ng [22] and is in line with research of Andika and Darmanto[7], Prakasa and Astuty [23], Rani et al., [34], Tampi et al., [38]. The initiative to make it happen is a crucial component of empowerment.

Creativity is positively and significantly impacted by empowerment. More inventive MSME business actors will emerge as the empowerment is implemented more effectively. The study's findings are consistent with previous research of Aburuman [39], Tan and Wu [40] and adversely correlated with those of previous research of Sintaasih et al., [41]. Performance is improved but not significantly by commitment. Higher commitment has little impact on output. The findings of this study concur with that of Hendri [25], Loan [42], Mardiansyah [43]; in contrast, they are inversely related to that of Hidayati and Rahmawati [44]. The influence of mediating commitment on the effect of empowerment on performance was not discovered by this study. Therefore, regardless of commitment level, performance empowerment is unaffected.

Performance is positively and significantly impacted by creativity. The performance of MSME business players improves as they become more creative. This study is consistent with studies from Bagal and Surarchith [45], Siddiqi and Qureshi [46]. To enhance MSME business players' performance, creativity is required. The most crucial element is that owners of MSME businesses must be receptive to market prospects. The effect of empowerment on performance is greatly moderated by creativity. The performance of MSME business actors can also be impacted by empowerment when combined with innovation.

CONCLUSION

The following are the study's findings:

1. Organizational commitment is positively but insignificantly impacted by empowerment.
2. Performance is positively and significantly impacted by empowerment.
3. Creativity is positively and significantly impacted by empowerment.
4. Performance is positively and negligibly impacted by commitment.
5. Performance is positively and significantly impacted by creativity.
6. The effect of empowerment on performance is not considerably mediated by commitment.
7. The impact of empowerment on performance is greatly mitigated by creativity.

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