

Research Article

The Influence of Organizational Culture, Work Environment, Psychological Capital, and Employee Empowerment on Organizational Commitment (Study on Private Employees in Solo Raya)

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Abstract: This study aims to examine and analyze the influence of organizational culture, work environment, psychological capital, and employee empowerment on organizational commitment. This research was conducted on private company employees in Solo Raya using a quantitative method with 190 respondents. Data were collected through questionnaire distribution, and the data analysis used was multiple linear regression analysis. The results of this study indicate that organizational culture has no effect on organizational commitment, work environment has no effect on organizational commitment, psychological capital has a positive and significant effect on organizational commitment, and employee empowerment has a positive and significant effect on organizational commitment.

Keywords: Employee Empowerment, Organizational Commitment, Organizational Culture, Psychological Capital, Work Environment.

1. Introduction

Every company has a goal to be achieved and the main component in achieving that goal is human resources[1]. The company's strategy in facing global competition requires employee competence supported by their commitment to advancing the organization. One of the challenges that often arises in organizations is how the role of employees can maintain and maintain their commitment, so that the company is able to compete with other organizations. Employee commitment is considered the main foundation in creating a healthy organizational climate and preventing various problems that have the potential to hinder the company's operations[2].

In Indonesia, 3 out of 10 Generation Z generally only stay in a job for 1 to 2 years before finally choosing to resign. Based on a survey by the Jajak Pendapat (JakPat) conducted on February 9–12, 2024, the majority of respondents from Java Island revealed ten main reasons behind their decision to resign. One of the dominant causes was the salary that was considered inadequate, with 41% of respondents citing this as the main reason. Dissatisfaction with salaries was triggered by a number of factors, such as high expectations from workers and working conditions that were considered inhumane or exploitative. Data from the Ministry of Manpower accessed via satudata.kemnaker.go.id shows that from January to July 2024, 144,399 workers were laid off. This figure has increased compared to the same period in the previous year, which was 111,852 people. In 2024, Central Java province recorded the second highest number of layoffs after DKI Jakarta, which was 34,088 workers, slightly below DKI Jakarta which recorded 34,195 cases of layoffs.

Information from detik.Finance also stated that a number of textile factories in Central Java, especially in the Karanganyar area, had stopped operating, resulting in 1,500 workers losing their jobs. In Semarang, it was recorded that 8,000 people were laid off, while in

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Pekalongan, one textile factory had laid off around 700 people. Based on a report by TribunSolo.com, the closure of ten textile factories in the Solo Raya area, including Karanganyar and Boyolali, occurred due to tight price competition with imported products and the impact of a new policy, namely Permendag Number 8 of 2024. As a result, almost 10,000 workers were forced to lose their jobs.

Meanwhile, data from detikjateng noted that Boyolali was the region with the highest number of layoffs in Central Java, reaching 20.19 percent in the period from January to August 2024. The total number of workers affected by layoffs in Boyolali reached 7,783 people in six categories of termination of employment. Of that number, resignations contributed the largest number, namely 4,636 people. A total of 15 companies were reported to have carried out layoffs, which included the modern minimarket sector, BPR banks, to the garment industry with the garment sector as the largest contributor. The reasons for layoffs vary, ranging from failed probation periods, company efficiency, poor performance, violations, workers resigning, to companies that continue to experience losses or even go bankrupt.

From these data, it can be seen that the high number of layoffs and resignations indicates that the organizational commitment of workers is still weak. Loyalty to the company is also low. The layoff policy implemented by the company has the potential to cause anxiety among employees, which in the end can trigger an increase in turnover rates in the world of work.

2. Literature Review

2.1. Organizational Commitment

Organizational commitment refers to a value orientation that describes the extent to which a person pays serious attention and places his/her work and organization as a top priority[3]. Organizational commitment describes the level of loyalty of an employee to the organization, his/her willingness to support the organization's goals, and his/her desire to remain a member of the organization[4]. Organizational commitment plays an important role because individuals with a strong level of loyalty can make a positive contribution to the company's value and the overall success of the organization[5]. An employee is said to be committed to the organization if he/she shows strong beliefs, loyalty, a desire to continue working, and alignment with the organization's goals[6]. This commitment is formed from an individual's belief in the values and norms adopted by the company, their willingness to support the achievement of organizational goals, and their loyalty to continue to be part of the organization[7].

2.2 Organizational Culture

Organizational culture is a set of beliefs that are indirectly accepted and believed by a group, which plays a role in shaping the way they feel, think, and respond to various environmental conditions around them[8]. Organizational culture reflects the values and attitudes that have been embedded in the beliefs of employees, thus becoming the basis for determining their behavior and attitudes at work. Values and attitudes that have been deeply rooted in the organization will be a guideline for each individual in how to think, act, and behave in accordance with these values[9].

The better or stronger the culture an organization has, the higher the employee commitment will be in building coordination and cooperation within the company[10]. Employee attitudes and behaviors are also shaped by the conditions of the work environment created by organizational culture. This culture is expected to strengthen employee attachment to the organization. One of the real impacts of a solid organizational culture is a decrease in employee turnover rates. When there is a common vision and goals between individuals and organizations through the application of organizational cultural values, this will encourage the growth of organizational commitment among employees[11]. The disclosure of the hypothesis is:

H1: Organizational culture has a positive and significant effect on organizational commitment

2.3 Work Environment

The work environment includes interactions between fellow employees, relationships between superiors and subordinates, and physical conditions in the workplace[12]. Employees who have harmonious relationships with coworkers and superiors generally feel that the work

environment supports personal growth and encourages better change[13]. When employees feel comfortable at work, they tend to be more at home and can concentrate well on carrying out their tasks, so that working time can be utilized optimally and contribute to improved performance[12].

A good work environment is often reflected in employee behavior, so that companies with a positive and solid environment will have an impact on high employee work commitment[12]. The importance of organizations in creating a sense of comfort and security for each employee in carrying out their duties. If the work environment is not supportive, such as minimal technological facilities, minimal comfort, less harmonious working relationships, and low social security and security, then employee commitment to the organization tends to decrease[14]. The disclosure of the hypothesis is:

H2: The work environment has a positive and significant effect on organizational commitment

2.4 Psychological Capital

Psychological capital well-being is defined as "the perception of coping with life's existential challenges". An individual's psychological capital well-being is likely to be influenced by their internal state, which will be a new stepping stone for workers[15]. Psychological capital refers to attitudes and behaviors that reflect an individual's psychological well-being, which are likely influenced by internal conditions, as well as the resources and challenges faced by the employee. Psychological capital is a positive psychological condition that develops in an individual[16]. This concept consists of four main elements, namely self-confidence (self-efficacy), hope, optimism, and resilience. In an academic environment, self-efficacy reflects a lecturer's belief in his or her ability to complete challenging teaching tasks. Hope reflects ongoing efforts to achieve goals, as well as flexibility in adjusting strategies if necessary. Optimism describes the tendency of lecturers to attribute positive outcomes to internal and long-term factors, while negative outcomes are considered to come from external factors that are temporary. Resilience itself shows the ability to remain resilient and bounce back when faced with obstacles.

Psychological capital is one of the important elements that can strengthen a person's commitment to the organization. This commitment can even develop naturally without external encouragement if the individual's psychological condition has been built and managed optimally[17]. Having an optimistic attitude when facing challenges plays an important role in maintaining a positive mindset, especially in a stressful business environment. Optimism allows employees to stay focused on the possibility of a profitable outcome even when the situation changes, thereby increasing their resilience and adaptability [18]. Resilient employees are not only able to adapt positively to challenges but also show determination to face difficulties and remain steadfast in supporting the organization. An increase in psychological capital is usually directly proportional to an increase in employee organizational commitment. Conversely, if psychological capital decreases, employee commitment to the organization tends to decrease[14]. The disclosure of the hypothesis is:

H3: Psychological capital has a positive and significant effect on organizational commitment

2.5 Employee Empowerment

Empowerment is a management effort to provide opportunities for employees so that they have the freedom to make decisions independently and are able to account for that trust in order to achieve organizational goals[2]. Empowerment not only involves the distribution of authority, but also involves the transfer of knowledge, where employees are given authority and authority to manage some or all aspects of their duties, including in making decisions to initiate and implement certain ideas. An empowerment comes from the concept of industrial democracy, participatory management, and job enrichment[7]. This empowerment is important because it can increase employee job satisfaction through active participation in the process of achieving organizational targets, which ultimately encourages increased commitment to the organization[19].

In the world of work, the implementation of employee empowerment has become a major strategy that has made a major contribution to the achievement of individual success in achieving predetermined goals[20]. This empowerment is important because it can increase employee job satisfaction through active participation in the process of achieving organizational targets, which ultimately encourages increased commitment to the

organization[19]. When companies support and value employee opinions in the decision-making process, employees tend to show loyalty and commitment to the organization[21]. The disclosure of the hypothesis is:

H4: Employee empowerment has a positive and significant effect on organizational commitment

3. Proposed Method

This study uses a quantitative approach method. The population in this study were all private employees in Solo Raya. Sampling in this study used a nonprobability sampling design with a purposive sampling method. The criteria taken were private employees in Solo Raya who had worked for at least 6 months, because employees who had worked for 6 months had adapted to the workplace and knew more about the organization.

The data collection technique used in this study was the distribution of online questionnaires using Google Form. The instrument used in this study was a questionnaire containing questions given to respondents to be answered according to the scale provided. Each question item used in this study was assessed using a Likert scale with 5 alternative choices, 1 for Strongly Disagree (STS), 2 for Disagree (TS), 3 for Neutral (N), 4 for Agree (S), and 5 for Strongly Agree (SS).

In this study, the Organizational Culture variable was measured using four statements adopted from a questionnaire in a previous study by Noviyanti & Sundari (2021). Meanwhile, to measure the Work Environment, five statements were used adopted from a questionnaire in a previous study by Rais et al., (2021). Psychological Capital measurement used twelve statements adopted from a questionnaire in a previous study (Huynh & Hua, 2021). Employee Empowerment was measured with five statements adopted from a questionnaire in a previous study by Ali et al. (2017). Meanwhile, to measure organizational commitment, ten statement items were used adopted from a questionnaire in a previous study by Huynh & Hua (2021).

The determination of the minimum number of samples was calculated based on the formula by multiplying the total indicators by 5. In this study, the total questionnaire indicators were 36 items, so the number of respondents set was 36×5 , which was 180 private employees in the Solo Raya area. The analysis technique used in this study was the Multiple Linear Regression Analysis technique.

4. Results and Discussion

4.1. Descriptive Analysis

The sample calculation results obtained were 190 respondents. The following are the tabulation results of the respondents' results used as data in the form of gender, age, last education, length of service, and Company area.

Table 1. Respondent Characteristics

Characteristics	Frequency	Percentage
Gender		
Male	80	42,1%
Female	110	57,9%
Age		
12 – 27 y.o (GEN Z)	145	76,3%
28 – 43 y.o (GEN Y)	39	20,5%
44 – 61 y.o (GEN X)	6	3,2%
Last Education		
Junior High School	1	0,5%
Senior/Vocational High School	104	54,7%
Diploma	22	11,6%
S1/S2/S3	63	33,2%
Length of Service		
More than 6 months	59	31,1%
1 year	46	24,2%
More than 1 year	85	44,7%

Company Domicile or Area

Surakarta	29	15,3%
Sukoharjo	51	26,8%
Wonogiri	25	13,2%
Boyolali	20	10,5%
Karanganyar	22	13,2%
Sragen	18	9,5%
Klaten	25	13,2%

Source: Processed data, 2025

Table 1 shows the description of the characteristics of the respondents. Based on the survey results, the respondents were dominated by female employees, namely 110 people (57.9%) with ages between 12-27 years being the largest respondents, namely 145 people (76.3%). Judging from the length of service, most respondents have a service period of more than 1 year (44.7%) with the highest education level being high school/vocational school, namely 104 people (57.4%) and the company area is dominated by Sukoharjo, namely 51 people (26.8%).

4.2. Validity Test

Validity testing was conducted on five data in this study. The results can be seen in table 2 below:

Table 2. KMO and Barlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,910
Bartlett's Test of Sphericity	Approx. Chi-Square	3672,953
	df	630
	Sig	,000

Source: Processed data, 2025

Table 2 shows the value of KMO Measure of Sampling Adequacy (MSA) in this study reached 0.910. Because the MSA score is above 0.5 and the Barlett Test of Sphericity results show a significant value of 0.000, it can be concluded that the validity test meets the requirements and can be continued with factor analysis.

Table 3. Factor Analysis Results (Items that have been removed)

Rotated Component Matrix ^a					
	Component				
	1	2	3	4	5
BO2					,706
BO4					,542
LK1		,794			
LK2		,719			
LK4		,621			
MP2			,710		
MP3			,820		
MP4			,581		
MP9			,623		
PK1				,713	
PK2				,823	
KO3	,609				
KO5	,736				
KO6	,663				
KO7	,818				
KO8	,735				
KO9	,643				
KO10	,771				

Source: Processed data, 2025

Based on the results of the validity test with a total of 190 respondents, from five data with a total of 36 questionnaire items, there were 18 invalid items, namely BO1, BO3, LK 3, LK5, MP1, MP5, MP6, MP7, MP8, MP10, MP11, MP12, PK 3, PK4, PK5, KO1, KO2, and KO4, then the items were removed, thus indicating that the items used were valid. Based on Table 3, it can be said to be valid because all statement items have been perfectly extracted or have a loading factor > 0.5 .

4.3. Reliability Test

The next stage is the reliability test which aims to measure the extent of the consistency of the statement items used in the research instrument. The results of the reliability test can be seen in Table 4 below:

Table 4. Reliability Test Results

Variables	Cronbach's Alpha
Organizational Culture (BO)	0,602
Work Environment (LK)	0,744
Psychological Capital (MP)	0,746
Employee Empowerment (PK)	0,772
Organizational Commitment (KO)	0,868

Source: Processed data, 2025

Table 4 shows that in general all research variables are declared reliable because they have a Cronbach's Alpha score > 0.60 .

4.4. Regression Test

The hypothesis test in this study uses multiple linear regression methods with the SPSS (Statistics Program and Service Solution) program.

Table 5. Multiple Linear Regression Analysis Results

Variables	Organizational Commitment (KO)	
	(t)	Sig.
Organizational Culture (BO)	-1,245	0,215
Work Environment (LK)	1,093	0,276
Psychological Capital (MP)	2,130	0,034
Employee Empowerment (PK)	4,596	0,000

Source: Processed data, 2025

Table 5 shows that organizational culture has no effect on organizational commitment with the results of $p \text{ value} = 0.215$ ($p > 0.05$), the work environment has no effect on organizational commitment with the results of $p \text{ value} = 0.276$ ($p > 0.05$), psychological capital has a positive and significant effect on organizational commitment with the results of $p \text{ value} = 0.034$ ($p < 0.05$).

4.5. T Test

The following are the results of the T test:

Table 6. T Test Result

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	5,964	3,145		1,896	0,060
BO	-0,306	0,246	-0,106	-1,245	0,215
1 LK	0,212	0,194	0,102	1,093	0,276
MP	0,223	0,105	0,208	2,130	0,034
PK	0,989	0,215	0,447	4,596	0,000

Source: Processed data, 2025

The results of the hypothesis test show that organizational culture does not affect organizational commitment because the result (t) is -1.245 with a p value score of = 0.215 ($p > 0.05$), the work environment does not affect organizational commitment because the result (t) is 1.093 with a p value score of = 0.276 ($p > 0.05$), psychological capital has a positive and significant effect on organizational commitment because the result (t) is 2.130 with a p value score of = 0.034 ($p < 0.05$), and employee empowerment has a positive and significant effect on organizational commitment because the result (t) is 4.596 with a p value score of = 0.000 ($p < 0.05$).

4.6. Determination Coefficient Test (R^2)

The following are the results of the determination coefficient test:

Table 7. Determination Coefficient Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,630 ^a	0,397	0,384	5,886

Source: Processed data, 2025

Table 7 show the R^2 value = 0.397, this shows that the ability of organizational culture variables, work environment, psychological capital, and employee empowerment affects the organizational commitment variable by 39.7% and the remaining 60.3% is influenced by other factors not examined in this study.

5. Conclusions

Based on the research on the analysis of the influence of organizational culture, work environment, psychological capital, and employee empowerment on organizational commitment of the study on Private Employees in Solo Raya, the following conclusions can be drawn:

- H1 is not supported, organizational culture does not affect organizational commitment.
- H2 is not supported, the work environment does not affect organizational commitment.
- H3 is supported, psychological capital has a positive and significant effect on organizational commitment.
- H4 is supported, employee empowerment has a positive and significant effect on organizational commitment.
- The results of the determination coefficient test show that organizational culture, work environment, psychological capital, and employee empowerment together affect organizational commitment by 39.7%, while 60.3% is influenced by other factors outside this study, so it can be a recommendation for further research to consider other variables that have the potential to affect organizational commitment, such as leadership style, reward system, or job satisfaction.

Research Limitations:

The limitations of this study include:

- Of the total number of questionnaire items, 50% of the items were invalid and unreliable, amounting to 18 items.
- Respondents' enthusiasm was low towards filling out the research questionnaire.

Suggestions:

Suggestions that can be given are as follows:

- Further research is expected to determine and select questionnaire statement items that have been tested to be valid and reliable, and to conduct a review of the statement items that will be used as references in the study.
- Further research is expected to provide incentives or rewards to respondents, such as prizes, discounts, or opportunities to win prizes so that respondents' enthusiasm in filling out the questionnaire is high.

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