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ARE PSYCHOLOGICAL EMPOWERMENT, QUALITY OF WORK LIFE, ORGANIZATIONAL COMMITMENT, AND JOB SATISFACTION NECESSARY FOR EMPLOYEE PERFORMANCE IN MANUFACTURING? DUAL-ANALYSIS SEM-PLS AND NCA

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ABSTRACT

The manufacturing sector in Indonesia serves as a strategic economic pillar, significantly contributing to national growth. With a target to account for more than 20% of the Gross Domestic Product (GDP) by 2024. this sector not only drives economic development but also absorbs a substantial portion of the workforceThis study investigates the relationships between Psychological Empowerment, Quality of Work Life, Organizational Commitment, Job Satisfaction , and Employee Performance. Data from 287 Manufacturing employees in Kendal were analyzed using Structural Equation Modeling (SEM) with SmartPLS and Necessary Condition Analysis (NCA). The results show that Psychological Empowerment and Quality of Work Life significantly influence Organizational Commitment and Job Satisfaction. Both factors are also necessary conditions for these outcomes. Organizational Commitment and Quality of Work Life significantly impact Employee Performance, but Job Satisfaction does not directly affect performance in SEM. However, NCA identifies Job Satisfaction as a necessary condition for performance, emphasizing the dual importance of sufficient and necessary thresholds in Psychological Empowerment and Quality of Work Life. The study's originality lies in combining SEM-PLS and NCA for a comprehensive analysis and exploring these relationships in an Indonesian manufacturing context. Practical implications include prioritizing employee empowerment, supportive work environments, and competitive compensation. Limitations involve the exclusion of other variables and affecting generalizability.

Keywords: control variable; employee performance (EP); job satisfaction (JS); manufacturing; necessary condition analysis (NCA); organizational commitment (OC); psychological empowerment (PE); quality of work life (QWL); smartpls

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INTRODUCTION

The manufacturing sector in Indonesia serves as a strategic economic pillar, significantly contributing to national growth. With a target to account for more than 20% of the Gross Domestic Product (GDP) by 2024. this sector not only drives economic development but also absorbs a substantial portion of the workforce. In Central Java, the manufacturing industry contributes 32.75% to the regional economy (BPS,2024), making it the backbone of the province's economic activities. Manufacturing in Kendal, reported that the industrial sector was its primary economic contributor, accounting for 42.29% in 2. However, the manufacturing industry faces various challenges in the era of globalization and digital transformation. Global competitive pressures, the need for efficiency, and the adaptation to automation and emerging technologies are critical areas of focus for the sector's sustainability. Within this context, EP emerges as a key determinant of a manufacturing company's competitive advantage.

Manufacturing in Kendal, one of Indonesia's leading textile manufacturers, encounters complex challenges amidst the dynamics of the global textile industry. The company competes with nations such as China, Bangladesh, and Vietnam, which offer lower

production costs and higher efficiency. The shift towards digitalization and automation necessitates significant adjustments in workforce skills, impacting employees' roles within the production chain. Additionally, high production demands and challenging working conditions often affect employee well-being, QWL, and JS. Post-COVID-19, these challenges have intensified, with employees facing heightened physical and mental workloads as the company adapts to the new normal. These circumstances underscore the importance of PE and improved QWL as strategies to support employee well-being and productivity.

Previous studies have extensively examined the relationships between PE, QWL, OC, JS, and EP. However, these findings reveal inconsistencies. While some studies identify significant positive relationships (Shah, Khattak dan Zolin, 2019), others suggest indirect effects mediated or moderated by specific factors (Seibert, Wang dan Courtright, 2011). . Furthermore, research focusing on these relationships within Indonesia's manufacturing sector, particularly in the textile industry, remains limited. Therefore, this study seeks to address the following key question: Are PE, QWL, OC, and JS necessary conditions for achieving optimal EP in the textile manufacturing sector? The study also aims to identify the minimum conditions required for optimal performance, offering novel perspectives within the existing literature.This study is grounded in several theoretical frameworks supporting the proposed hypotheses. PE Theory (Conger and Kanungo, 1998) posits that meaning, competence, self-determination, and impact enhance employees' sense of ownership and commitment to the organization, thereby improving performance. Social Exchange Theory (Blau, 1964) indicates that employees who feel valued by their organizations are more motivated to deliver high performance as a reciprocal gesture. Additionally, Fredricks, (1959) suggests that intrinsic JS factors, such as recognition and achievement, are primary drivers of enhanced EP.

Based on these theories, this study hypothesizes that PE positively influences EP, OC, and JS. Similarly, QWL is hypothesized to positively affect EP, OC, and JS. Furthermore, OC and JS are each hypothesized to have a positive impact on EP. This research contributes significantly to the existing literature by employing a dual-analysis approach that integrates SEM-PLS (Structural Equation Modeling-Partial Least Squares) and NCA (Necessary Condition Analysis). This approach allows for a comprehensive examination of causal relationships among variables while identifying the essential conditions required to achieve optimal performance. By doing so, this study enriches the theoretical understanding of organizational behavior and provides practical guidance for managers in designing strategies for employee empowerment and QWL improvements. Focusing on Indonesia's textile manufacturing sector offers a unique geographical and industrial perspective, broadening the global discourse on factors influencing EP. The aim of this research is expected to be a strong basis for developing managerial policies and practices that increase the competitiveness of manufacturing companies in the era of globalization.

METHOD

This study utilized a quantitative research approach grounded in positivism, focusing on examining relationships or correlations among multiple variables. The research design was cross-sectional, where data were collected at a single point in time. This design was selected for its efficiency in gathering data within a constrained timeframe, aligning with the practical limitations of the study. However, it is recognized that this approach restricts the ability to infer causal relationships. To address this limitation, future research could consider adopting a longitudinal design to capture the temporal dynamics between variables more effectively. The target population for this study is all Manufacturing employees in Kendal, a prominent textile manufacturing company in Indonesia. Companies in Kendal, Central Java, specializes in textile. Manufacturing plays a significant role in both national and international textile supply

chains, providing high-quality raw materials for various products, including clothing, automotive components, and technical textiles.

Despite facing intense competition from synthetic fiber producers in countries like China and India, as well as challenges from import policies and fluctuating raw material prices, the company strives to maintain its market position through continuous improvements in production efficiency, innovation of environmentally friendly products, and strategic partnerships. The total population of manufacturing employees in Kendal is 287. A purposive sampling method was employed, with the aim of including all staff members. However, out of the 287 questionnaires distributed, 233 were returned. After excluding 22 incomplete or damaged responses, 211 valid responses were retained for analysis. This sample size is considered adequate for the study, as it meets the minimum requirement calculated using Slovin's formula, which suggests a sample size of 168 for a population of 287 with a 5% margin of error. A total of 211 respondents participated in the study, consisting of 194 males (91.94%) and 17 females (8.06%). Regarding age range, the majority are over 40 years old (33.65%), followed by those aged 25–30 years (26.54%), 31–35 years (17.06%), 36–40 years (12.80%), and under 25 years (9.95%). Educationally, most respondents hold a bachelor's degree (51.66%), followed by high school graduates (25.12%), diploma holders (22.27%), and postgraduate degrees (0.95%). In terms of work experience, 42.18% have been working for more than 10 years, 23.70% for 4–6 years, 19.43% for 7–9 years, 13.27% for 1–3 years, and 1.42% for less than 1 year.

This study utilized a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to gather respondents' perceptions. The scale was designed to ensure both the reliability and validity of each construct. Data analysis was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with the help of SmartPLS 4.0 software to analyze relationships among the variables. SEM-PLS was selected for its capability to manage complex models with multiple constructs and its robustness in handling data that do not follow a normal distribution.This study utilized nine items to measure PE, adapted from the work of (Iqbal, Ahmad, Nasim and Khan, 2020) . The scale encompasses four key dimensions: meaning or enriched understanding of job tasks (EUJT), competence in job-related abilities (CJRA), level of self-determination (LSD), and overall impact on the department (OID), with higher scores indicating greater PE. QWL was assessed using 13 items developed by (Zin, 2004) , addressing seven dimensions: compensation, growth and development, participation, physical environment, supervision, social relevance, and workplace integration, where higher scores signify better QWL. OC was measured using 12 items from the Organizational Commitment Questionnaire (OCQ), modified from (Porter, Mowdar, and Streers, 1979) , with higher scores reflecting stronger OC. JS was evaluated using 12 items adapted from the Job Satisfaction Survey (JSS) by (Raddaha, 2012), with higher scores indicating greater satisfaction. Lastly, EP was measured using five items adapted from (Parker and Kulik, 1995) .

The instruments' validity and reliability were assessed using convergent validity and Cronbach's alpha. Convergent validity was examined through outer loadings and Average Variance Extracted (AVE), with values above 0.5 deemed acceptable. Reliability was determined using Cronbach's alpha and composite reliability, with values exceeding 0.7 considered satisfactory. For instance, the Cronbach's alpha for OC was 0.89, while JS had a value of 0.85. Furthermore, convergent validity was confirmed as all AVE values exceeded 0.5 (Hair, Sartedt, Hopkins and Kuppelwieser, 2014) .To account for potential demographic factors that may influence the relationships among PE, QWL, OC, JS, and EP, this study included several control variables: working period, gender, and age [53]. Working period was categorized into five levels: 1 for less than 1 year, 2 for 1-3 years, 3 for 4-6 years, 4 for 7-9

years, and 5 for more than 10 years. Gender was dummy-coded, with 0 representing female and 1 representing male. Age was grouped into five categories: 1 for under 25 years, 2 for 25-30 years, 3 for 31-35 years, 4 for 36-40 years, and 5 for over 40 years. These demographic variables were included to ensure that variations in EP outcomes were not confounded by external factors. The inclusion of control variables enhances the robustness of the findings and strengthens the validity of the proposed relationships among the core constructs in the study.

Data Collection Techniques

Data were collected through paper-based structured questionnaires administered offline. The questionnaires included detailed instructions on how to complete the survey, as well as explanations of the Likert scale and the purpose of the study. These instructions were provided at the beginning of the questionnaire to ensure that all participants understood how to respond accurately. The questionnaires were distributed to all staff members across various departments at Manufacturing in Kendal.To ensure a high response rate, the researcher monitored the progress of the questionnaire completion daily. Each day, the researcher checked how many questionnaires had been filled out and reminded the HR department to encourage employees who had not yet completed the survey. The HR department played a crucial role in facilitating the distribution and collection of the questionnaires, ensuring that all staff members had the opportunity to participate.

Data Analysis

The analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the SmartPLS 4.0 software. SEM-PLS was selected for its capability to manage complex models involving multiple constructs and its robustness in handling non-normal data distributions (Hair.dkk, 2014), (Richter, Schubring, Huaff and Ringle, 2020 . Additionally, Necessary Condition Analysis (NCA) was utilized to determine the critical conditions required for achieving high levels of EP. The analysis emphasized evaluating the direct and indirect impacts of JS, QWL, and OC on EP.

Robustness Check

Following the recommendations provided by (Sartedt, Hair, Nitzl and Ringle, 2020) regarding robustness checks in PLS-SEM, we conducted assessments for endogeneity and heterogeneity. Endogeneity, which poses a threat to the reliability of PLS-SEM results, can stem from factors such as omitted variable bias, simultaneity, measurement errors, or common method variance (Ebbes, Huang and Rangaswamy, 2016) . To evaluate the presence of endogeneity in our data, we employed the Durbin-Wu-Hausman test using SPSS. The results demonstrated that none of the exogenous constructs PE, QWL, OC, and JS showed significant endogeneity effects (p-value > 5%). These findings indicate that the relationships between variables in our structural model are unaffected by endogeneity, thus supporting the validity of the model outcomes.To identify potential unobserved heterogeneity, we applied the Finite Mixture PLS (FIMIX-PLS) method. Prior to running the FIMIX-PLS analysis, we calculated the appropriate number of segments to extract based on the minimum sample size required for a model with three exogenous constructs and one endogenous construct. The analysis indicated a two-segment solution, which was further analyzed using fit indices such as AIC3, AIC4, BIC, CAIC, and MDL5. Although some indices suggested varying segment solutions, the two-segment solution was supported by adequate sample sizes for each segment. Consequently, we concluded that unobserved heterogeneity does not significantly impact the results, validating the one-segment solution (i.e., the entire dataset). These evaluations affirm that the structural model satisfies robustness criteria, confirming the dependability of the findings for both theoretical and practical implications.

Table 1.
Measurement model results

Measurement	EP	JS	OC	QWL	PE
Composite reliability	0,896	0,902	0,923	0,900	0,922
Cronbach's alpha	0,856	0,883	0,909	0,876	0,908
Average Variance Extracted	0,734	0,558	0,623	0,576	0,599
Rho_A	0,858	0,885	0,910	0,880	0,909
Fronell-Larcker Criterion					
Contruct					
EP	0.857				
JS	0,532	0.742			
OC	0,566	0,748	0.789		
QWL	0,625	0,737	0,710	0.759	
PE	0,632	0,658	0,603	0,721	0.774
Note: Values in Bold denote the square root of AVE; off- diagonal values denote the correlation between constructs					
Heterotrait-Monotrait (HTMT) Ratio					
Contruct					
EP					
JS	0,565				
OC	0,628	0,830			
QWL	0,714	0,810	0,787		
PE	0,711	0,693	0,653	0,806	

RESULT

PLS-SEM Results

Measurement Model Results

Tabel 2.
Hyphotesis testing

Hyphotesis	Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-*values*	Information
H1a	PE → EP	0,342	0,083	4,117	0,000	Accepted
H1b	PE → OC	0,190	0,080	2,383	0,009	Accepted
H1c	PE → JS	0,264	0,081	3,277	0,001	Accepted
H2a	QWL → EP	0,261	0,104	2,521	0,006	Accepted
H2b	QWL → OC	0,573	0,067	3,277	0,000	Accepted
H2c	QWL → JS	0,547	0,079	6,900	0,000	Accepted
H3	OC → EP	0,177	0,087	2,025	0,021	Accepted
H4	JS → EP	-0,127	0,114	0,192	0,424	Not Accepted

The PLS-SEM analysis revealed significant findings for most of the hypothesized relationships. PE (H1a) positive and significant influenced EP (β= 0.342, t = 4.117, $p < 0.001$), OC (H1b: $\beta = 0.190$, t = 2.383, $p < 0.05$), and JS (H1c: $\beta = 0.264$, t = 3.277, $p < 0.01$). indicating that empowered employees are more likely to deliver better performance. Similarly, QWL (H2a) exhibited a significant positive and significant influence on EP (β= 0.261, t = 2.521, $p < 0.05$), OC (H2b: $\beta = 0.573$, t = 3.277, $p < 0.001$), and JS (H2c: β = 0.547, t = 6.900, $p < 0.001$). Emphasizing the importance of a supportive work environment and highlighting the centrality of PE and QWL in driving OC and JS. OC (H3) also demonstrated a significant positive relationship with EP ($\beta = 0.177$, t = 2.025, $p < 0.05$). However, JS (H4) was found to have no significant effect on EP (β = -0.127, t = 0.192, $p > 0.05$), suggesting that satisfaction alone may not directly translate into improved performance. The structural model demonstrated strong predictive power, explaining 52.8% of the variance in OC and 70.4% of the variance in EP. Furthermore, the Q^2 values of 0.623 for OC and 0.744 for EP indicate the model's high predictive relevance.

Structural model results

The structural model results (Table 2) included an assessment of collinearity (VIF), in-sample prediction, out-of-sample prediction, and structural path coefficients. The subsequent analysis focused on examining the direct effects between variables.

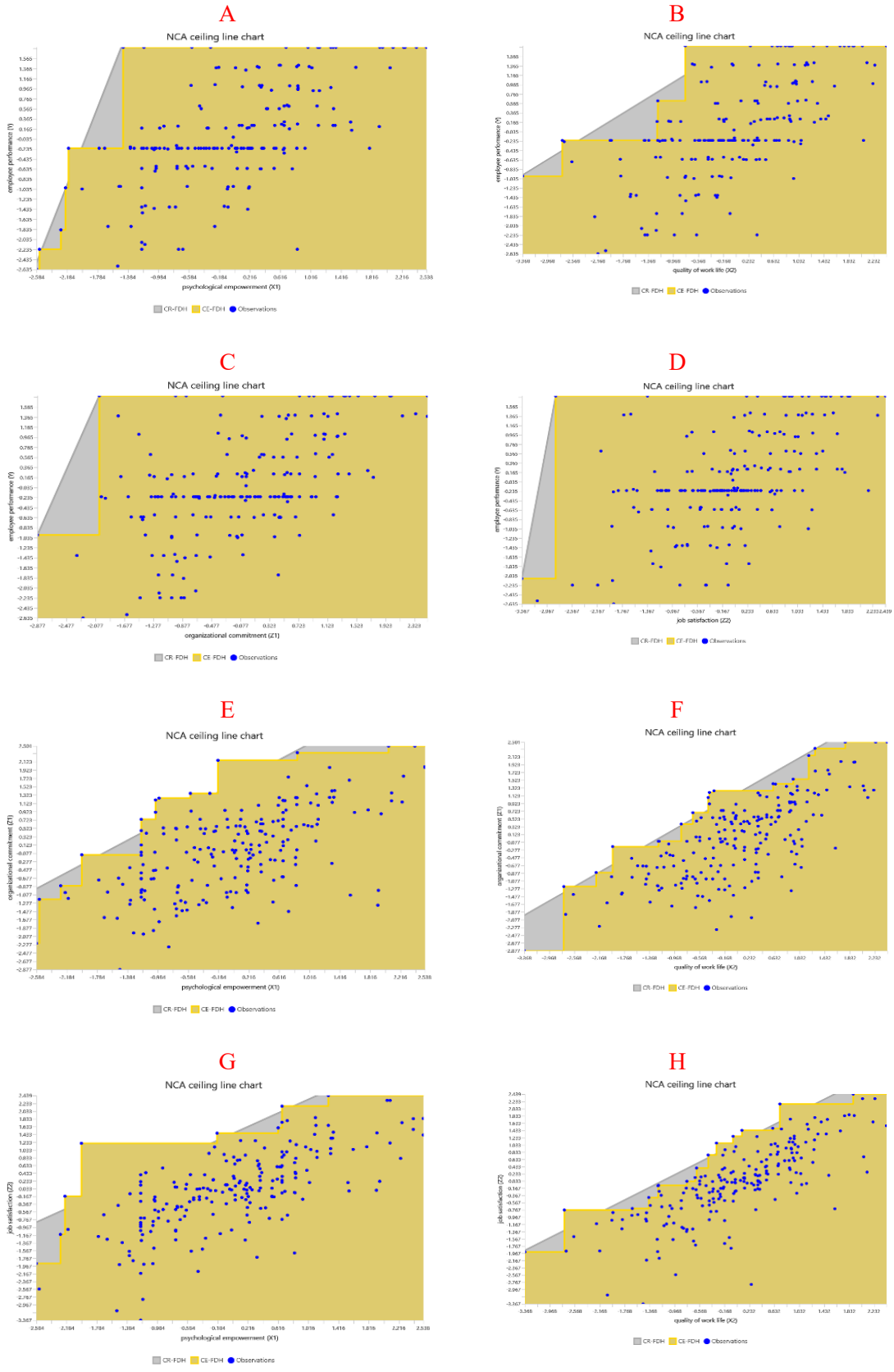

Figure 2. NCA plots

Necessary Condition Analysis Results

Table 3.
Effect size and significant testing

Construct	Method	Accuracy (%)	Effect Size (d)	P Value	Condition Inefficiency	Outcome Inefficiency
PE, QWL, OC, and JS on EP						
PE	CE-FDH	100	0,136	0,000	77,796	0,000
	CR-FDH	98,6	0,105		78,275	3,068
QWL	CE-FDH	100	0,207	0,000	55,290	37,359
	CR-FDH	97,7	0,179		42,275	37,906
OC	CE-FDH	100	0,099	0,166	84,139	37,359
	CR-FDH	99,5	0,050		84,139	37,359
JS	CE-FDH	100	0,082	0,349	90,701	12,184
	CR-FDH	99,5	0,041		90,701	12,184
PE and QWL on OC						
PE	CE-FDH	100	0,221	0,000	9,353	11,700
	CR-FDH	95,5	0,221		30,822	36,175
QWL	CE-FDH	100	0,383	0,000	11,580	0,000
	CR-FDH	95,9	0,346		16,586	17,009
PE and QWL on JS						
PE	CE-FDH	100	0,181	0,000	24,541	25,251
	CR-FDH	97,3	0,204		27,477	43,619
QWL	CE-FDH	100	0,330	0,000	9,191	24,757
	CR-FDH	97,3	0,319		14,335	25,540

The NCA results provided further insights by identifying PE and QWL as critical conditions for achieving organizational outcomes. For EP, PE (d = 0.136; p = 0,000) and QWL (d = 0.207; p = 0,000) were medium-level necessary conditions and significant, However OC (d = 0,099; p = 0,166) and JS (d = 0,082; p = 0,349) were low-level necessary conditions and not significant. For OC, PE (d = 0.221; p = 0,000) and QWL (d = 0.383; p = 0,000) were identified as medium and large necessary conditions and significant. For JS, PE (d = 0.181; p = 0,000) and QWL (d = 0.330; p = 0,000) were necessary conditions and significant. These findings suggest that a certain minimum threshold of PE and QWL is required to ensure desirable levels of EP, OC, and JS.

Control variable results

Table 4.
Control variable results

Control Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-*values*	Information
working period → EP	0,067	0,081	0,822	0,206	Not Significant
gender → EP	-0,123	0,193	0,636	0,262	Not Significant
age → EP	-0,004	0,081	0,049	0,480	Not Significant

The results indicate that none of the control variables working period, gender, or age have a statistically significant effect on EP. Specifically, the p-values for all three variables are above the significance threshold of 0.05 [53], confirming that these demographic factors do not substantially contribute to variations in performance among Manufacturing employees sector.

DISCUSSION

The results highlight the importance of PE and QWL as both significant determinants and necessary conditions for various organizational outcomes. PE emerged as a critical driver of EP, OC, and JS. This finding which supports the findings of reference (Arefin and Alam, 2019), (Mathew and Nair, 2022), (Ochoa and Tello, 2023), (Iqbal, Ahmad, Nasim, and Khan, 2020)]. Which suggests that employees who feel empowered experience higher levels of motivation, commitment, and satisfaction, ultimately leading to improved performance. QWL was found to be another crucial factor influencing EP, OC, and JSEP, OC, and JS, supporting

work-life balance theory. This finding which supports the findings of reference [30], [31], [32], [34]. A supportive and conducive work environment not only enhances OC and JS but also directly improves EP. These findings underscore the importance of fostering a healthy and balanced work environment. OC was found to mediate the relationship between PE, QWL, and EP. Employees with a high level of commitment tend to reciprocate through increased effort and productivity, which aligns with social exchange theory. This finding which supports the findings of reference (Anggraini, Muchtar and Masdupi, 2019, (Utami, 2023), (Yusnita, Gursida and Herlina, 2022), (Kock and Moqbel, 2021). Interestingly, JS was identified as a nonsignificant determinant of EP in the PLS-SEM results. This finding which not supports the findings of reference (Agung, Santoso and Dodanwala, 2023), (Ramasamy, Inore, Muduli and Singh, 2023), (Sanjaya and Indrawati, 2023), (Katebi, Zadeh, Bordbar, and Salehi, 2022). However, NCA demonstrated that a minimum level of JS is necessary for performance outcomes to manifest. This suggests that while JS alone may not significantly drive performance, its absence could hinder employees' ability to perform effectively.

The non-significant effects of working period, gender, and age on EP suggest that performance outcomes in this manufacturing setting are not strongly influenced by these demographic characteristics (Bernerth, Cole, Taylor, and Walker, 2014). This aligns with prior research indicating that individual performance is often shaped more by psychological and organizational factors, such as PE, QWL, and OC, rather than static demographic attributes.These findings emphasize the importance of focusing managerial efforts on organizational and psychological variables to enhance performance. The implications highlight the necessity for tailored interventions that prioritize creating empowering and supportive work environments rather than relying on demographic predictors. Future research may consider additional control variables or context-specific factors to further clarify their potential contributions to EP outcomes.

CONCLUSION

Based on the PLS-SEM and NCA results, the following conclusions can be drawn for each exogenous construct that PE is a significant determinant and a necessary condition. On average, an increase in PE improves OC, JS, and EP. However, a certain minimum level of PE is required for these outcomes to manifest. QWL is a significant determinant and a necessary condition. Improvements in QWL enhance OC, JS, and EP. Organizations must ensure a minimum threshold of QWL to achieve desirable outcomes. OC is a significant determinant but not a necessary condition. An increase in OC generally leads to improved EP. However, no minimum level is required to ensure performance outcomes. JS is a nonsignificant determinant but a necessary condition. While JS does not significantly drive performance, a certain minimum level is required to support performance outcomes. Further increases in JS may not yield additional benefits. These findings underscore the value of combining sufficiency and necessity analyses to provide actionable insights for managers and practitioners. Organizations should focus on empowering employees, fostering a supportive work environment, and cultivating commitment to achieve optimal performance outcomes.

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