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Effect of Personal Initiative, Discipline, and Role Clarity on Performance of Employees with Variable Empowerment as Mediator at the National Accreditation Board of Higher Education (BAN-PT)

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Abstract:

The purpose of this study was to analyze the influence of personal initiative, discipline and clarity of roles to employee performance by empowering employees at the National Accreditation Board of Higher Education (BAN-PT). This research uses explanatory approach analysis and descriptive analysis, which aims to determine the effect of independent and dependent variables. Population and sample in the study were all 60 employees of the National Accreditation Board of Higher Education (BAN-PT). The sampling technique used in this research is purposive sampling method.

The results showed that partially personal initiative, discipline, and clarity of roles has an influence on the performance of employees at the National Accreditation Board of Higher Education (BAN-PT). Then the results of the analysis of employee empowerment indirect impact on personal initiative, discipline and clarity of roles to employee performance. This statement can be proved by the magnitude of the indirect effect of personal initiative, discipline and clarity of the role of the performance of employees through employee empowerment smaller than the direct effect, so that the employee empowerment variable not as an intervening variable.

Keywords: Personal initiative, discipline, role clarity, empowerment and employee performance

1. Introduction

In the era of globalization is one of the problems that are often faced is the lack of human resources quality and high competitiveness, Number of human resources is very large, if utilized effectively and efficiently will be very useful to support the pace of national development, order in society human resources can be made available reliable and quality we need quality education, the various provision of social facilities and adequate employment. The main challenge is in how it can actually create human resources that can produce an optimal performance to achieve the goal of a company. Therefore education in demand to improve the quality of education and to create quality human resources and achievement.

The best services cannot be separated from the role of each employee. An employee must be able to work optimally in which this can be seen or measured by the performance of these employees. According to Setiyawan and Waridin (2006) is the result of employee performance or the performance of employees are assessed in terms of quality and quantity based on labor standards specified by the organization. The excellent performance is the optimal performance, the performance of appropriate standards organization and supports the achievement of organizational goals. Good organization is the organization trying to improve its human resources because it is a key factor for improving employee performance. Increased employee performance will bring progress to the institution (organization).

Mathis & Jackson (2008) revealed three factors that affect performance, including; the individual's ability to do the job, level of effort devoted, and support organizations. From what has been stated by Mathis & Jackson (2008), the ability of individuals related to the skills possessed that support them can do the job and their job, they complete the task and achieve individual and organizational goals, and support organizations with regard to the role of employers in providing direction how your tasks and work carried out and provide feedback. Describe a productive employee potential, perception, and creativity of someone who always wants to donate the ability for the benefit of themselves and their surroundings. So, the productive employee is a person who can contribute real, imaginative and innovative in approaching the issue of her life and has the skill

(creative) in achieving the goal of his life, responsible and responsive in relation to others (leadership). Such an asset employee organization that continuously strives to improve himself in his organization, and will support the achievement of an organization's productivity.

Meanwhile, Vroom (1994) revealed that the performance is a function of motivation and ability, so different from the one expressed by Mathis & Jackson (2006) which states that the performance is influenced by the factors of ability, effort, and support organizations. Wibowo (2013) convey a slightly different regarding performance, where performance is influenced by individual factors (capabilities), empowerment, and motivation. Spreitzer (1996) himself argues that performance is affected by their competence, achievement and adjustment of goals, and empowerment. From the opinions above, who have in common only on the capability and motivation. The motivation that appears on every individual emerges through the factors of organizational support and empowerment.

In addition to those disclosed Mathis & Jackson (2006), there is also an opinion that says that organizations need employees who are flexible which will work even if the state of what is needed on the job is limited and they are working proactively to show initiative (Crant, 2000; Frese et al., 1996). Otherwise important initiative for organizations because employees who have the initiative will be a distinct advantage for the organization, so that when a given obligation to the employees, without the supervision of their superiors would want to work on their own initiative (Sonnentag, 2003).

A description of the personal initiative expressed by the Frese and Fay (2001) which states that personal initiative is a behavior that characterized the work naturally from individual self, is a proactive approach and constantly overcome the difficulties that arise in achieving goals. It was necessary because the presence of an employee organization that is proactive, the employee will able to give their best performance, certainly related to the objectives of the company. Initiatives emerging from within every individual in this organization are expected to increase the productivity and performance of individuals as well as companies.

Gains by having employees with high personal initiative would not be meaningful if it stood alone without the support of other factors. One thing that should not be forgotten by the organization is that the employees as individuals and in groups will work, the first is to understand what their role in the organization. Here was a clearly defined role of each individual either work individually or in groups. Without the clarity of their roles cannot fully understand the organization and its objectives (He et al., 2011 in Kauppila, 2014). An important part of this is the organization to make sure that employees understand their role.

Discipline reflect a person's sense of responsibility towards the tasks assigned to him. This encourages morale, morale, the realization of a goal for the company and employee. According to Hasibuan (2003: 193) is an operative sixth discipline of human resource management. Discipline work is a form of obedience of behavior to comply with the provisions or specific regulations relating to work and applied in an organization. Labor discipline needs to be owned by every person that life can organizations secure, orderly and smooth. The loss of labor discipline will affect the work efficiency and effectiveness of job duties. If discipline is not enforced then the chances of the objectives set will not be achieved effectively and efficiently. As an illustration, if a company only concerned about the education, expertise, and technology without thinking about employee discipline, then education,

Someone just might be able to carry out his job effectively if they have to know for sure about role within an organization or workplace, the term role implies the set of behaviors should or appropriate or expected to be done by a person occupying a certain position in social and organizational, with clear job descriptions in the hope people will understand and accept the role assigned to him, so that could and would implementing a good job.

To improve the effectiveness and productivity of other factors that affect performance are the clarity of the role or job description in an organization or company, staffing should be adjusted between the ability of science and the work areas are clearly so in accordance with their competence, Sawyer (1992) defines clarity role in two aspects: goal Clarity and Clarity process, goal Clarity is how much the results, goals, and objectives are stated clearly a job. While the Clarity process is how BESA people know about to carry out his job.

Efforts to improve the quality of national education is one of the government on an ongoing basis. National Accreditation Board for Higher Education (BAN-PT) is the only agency of the government that is authorized to provide certification of accreditation to colleges, accreditation is necessary to ensure the quality of an educational institution in accordance with the standards prescribed, accreditation can also be a tool to measure the readiness of a university to conduct the educational process.

Accreditation is an assessment in accordance with criteria established by the National Standards for Higher Education. Accreditation is done to determine the feasibility Studies and colleges on the basis of criteria refer to the National Accreditation Board for Higher Education. Accreditation is also a form of public accountability objectively, fairly, transparently and comprehensively. So that the output produced by BAN-PT highly in wait by stakeholder among other Universities as the parties propose, students as an introduction or job requirements.

2. Literature Review

2.1. Performance

The success of a company is influenced by the performance of an employee or the work achieved by an employee in performing duties in accordance with the responsibilities given to him. According to Munandar (2008: 287) is the process of assessing the performance assessment of personality traits, work habits, and the work of someone's labor or employee (employees and managers), which is considered to support the work performance, which is used as a material consideration, some experts also expressed his opinion on the definition of performance. Mathis and Jackson (2008) which states that the performance is what is done or not done employee. While Colquitt, Lepine, and Wesson (2011: 35) suggest that the performance is the value of a series of employee behavior that contributes, either positively or negatively, on completion of organizational objectives. Another opinion states that the performance is a result of work related to organizational objectives such as quality, efficiency, and other criteria of effectiveness (Ivancevich et al., 2012: 374). Another opinion was also expressed by Porter and Lawler (in Tuuli&Rowlinson, 2007) and Armstrong and Baron (in Wibowo (2013: 2) which states that the performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contribute to the economy. Another opinion looked at the performance as a way to ensure that individual workers or teams know what is expected of them and they remain focused on effective performance by giving attention to the objectives, measures, and assessment (Cascio, 2013: 693, in Wibowo, 2013: 2).

Factors that influence the performance is also expressed by Wibowo (2013) which states that performance is affected by factors - factors as follows:

- Individual factors consist of the ability and demographic factors
- Psychological factors consisting of attitude, motivation, perception, personality, and learning
- Factors organization of resources, leadership, respect, structure, and job design.

From some of these factors, there are some things that helped give effect to the way employees work and how they give their best performance. According to Wibowo (2013), these factors will increasingly support the employee's performance is supported by the circumstances; task clarity, adequate resources and access to information, the ability of each individual, feedback from superiors, as well as awards.

2.2. Personal Initiative

Personal initiative is defined as behavior that characterized the work naturally from individual self, is a proactive approach and constantly overcome the difficulties that arise in achieving the goal (Frese and Fay, 2001, in Tuuli&Rowlinson, 2009). Frese and Fay (in Tuuli&Rowlinson, 2009) argue that personal initiative is a syndrome of behaviors that lead to goals and become an important part of the construct of individual performance. But according to Hartog et al., (2007) mentions that only a few studies that discuss how individual differences in terms of orientation, attitude or personality variables associated with the personal initiative.

While the explanation of personal initiative is also added to a study conducted by Bolino and Turnley (2005). Personal initiative is defined as the degree to which an employee does something without orders, anticipate opportunities and problems, and to survive in the face of obstruction (Frese& Fay, 2001).

Matters relating to the personal initiative are also in a study conducted by Bolino and Turnley (2005). But the emphasis in this study contained on individual initiative. Personal initiative and individual initiative have almost the same name, just conceptually different. Individual initiative is a special form of citizenship behavior organizational members (OCB) in which an individual is tied to behavior related to work at a level which exceeds what is normally done or levels in general and it was made voluntarily. An employee with the high individual initiative will work and contribute to organizational functions more effectively.

Further according to Crant (in Tuuli&Rowlinson, 2009), showing a personal initiative dispositional tendency of individuals to start their own, be proactive, and to survive, conceptually almost has in common with the idea of proactive personality. Personal initiative is very useful because it serves to direct general of proactive behavior that leads to destinations that can lead to what the organization as expected earned by individuals personally as career goals (Frese& Fay, 2001; Sonnetag 2003, in Tuuli&Rowlinson, 2009).

2.3. Employee Discipline

Discipline is the awareness and willingness of a person to obey the company and rules of social norms in force (Hasibuan, 2003: 212), discipline is the capital required to achieve the desired objectives. So the existence of labor discipline indispensable employee in an organization, because in an atmosphere of discipline an organization or agency will be able to carry out work programs achieve the goals that have been set.

Siagian (2013: 305) defines a discipline is a form of training that seeks to improve and establish the knowledge, attitude, and behavior of employees so that these employees voluntarily seek to work cooperatively with other employees and improve performance. Sastrohardiwiryo (2002: 130) states discipline is an attitude of respect, appreciate, submissive and obedient to the regulations in force, both written and unwritten and able to run and do not swerve to accept sanctions if he violates the duties and authority given to him

According to Nitisemitro (1992, 199): "Discipline of work is an attitude, behavior and act in accordance with the regulations of the company both written and unwritten". In the discipline of work is a key factor is the lack of awareness and awareness of the rules or provisions applicable in the enterprise. Discipline is very important to work in an effort to ensure the orderly and smooth running the implementation of any maintenance arrangements tasks. Without the discipline of a high work hard for the company to succeed. In administering discipline to work every work discipline violators subject to penalties. Violators of discipline are every word and deed employee who violates the provisions or rules of discipline of employees working either conducted within and outside working hours, whereas disciplinary punishment is the punishment meted out to the employee for violating the disciplinary rules of the employment. The level and types of penalties under Wursanto (1995: 148) are: 1) Sentence light as verbal warning, written warning, and sentence not satisfied in writing, 2) Sentence medium, includes a delay of salary increases and promotions, 3) severe penalties, including demotion the lower level, exemption from office, and a dishonorable discharge.

2.4. Role Clarity

Role clarity is defined as the degree to which employees feel that they have an adequate understanding of the work and their function in a work environment (Foote et al 2006, in Kauppila, 2014). Clarity of roles perceived by employees cannot be separated from the role of factors superiors who gave the direction and purpose of how they should behave in the work environment. In this case, as the boss takes the relevant information on all matters relating to the work in order to support the smooth employees in completing the work. Any relevant information that will facilitate the employees understand better their job role and expectations in their roles respectively (Bauer & Green, 1998, in Kauppila, 2014), and later on it all, in this case, the clarity of the role will be helpful in order to improve employee performance.

Sawyer (1992) defines the clarity of the role of the two aspects, namely: Goal Clarity and Clarity Process. Goal Clarity is how much the results, goals, and objectives are stated clearly in a job. While the Clarity Process is how much people know about how to carry out their work. Clarity of purpose (Goal Clarity) refers to the final destination where the purpose of the work is explained thoroughly and well defined, while the clarity of the process (Process Clarity) is an individual's belief on the results of its performance. Clarity refers to the role of an individual's perception of the expectations and behaviors related to their role (Binnewies et al., 2008; Kahn et al, 1964 Hall, 2008).

The role of employers in the clarity of the role of each employee to provide relevant information to the learning and development of employees in the future (Zhou, 2003, in Kauppila, 2014) is ultimately beneficial for employees to be more skilled in their work and increase the level of their performance.

2.5. Employee Empowerment

Empowerment is defined as a psychological state that is manifested in four cognition, namely: meaningfulness, competency, impact, and determinants of self (Conger & Kanungo, 1988; Spreitzer, 1995a; Thomas & Velthouse, 1990, in Villers & Stander, 2011). Empowerment is also defined as a process to provide a force on the employee. According to Vaten and Cameron (in Villers & Stander, 2011), by empowering us to make employees improve their confidence and overcome the sense of inadequacy and feel you cannot help each other.

Empowerment alone makes employees will be able to contribute to the organization, including in decision-making on all matters relating to the work and performance. Employee empowerment includes a simple motivating action that can make employees dare to adopt a more active role in their work and feel responsible for improving the performance and act independently in the decision making process.

Human resources (HR) is an important asset for an organization. Employees in an organization's performance are determined by human resources in it. If the employees are motivated, creative, and able to develop innovatively, performance will be better. Therefore, efforts are required to improve human resource capacity.

Efforts to improve human resource capacity used to be done through training and development or also referred to as human resource development. The way it was gradually abandoned as too top-down, so less able to develop creativity and innovation of human resources (Wibowo, 2013). The new approach that can be done to develop human resources is today better known as the empowerment of human resources, the approach is more bottom-up (Wibowo, 2013).

Empowerment approach is more bottom-up that will encourage employees to engage in activity and decision making. This approach can also give them the opportunity to demonstrate their ability to provide good ideas and demonstrate their skills in realizing his ideas into objectives and performance to be achieved. Further explained that the empowerment allows an employee to make decisions more and more without having to refer to someone more senior (Wibowo, 2013: 351). Someone will be willing to accept responsibility beyond their duties and contribute to making the organization work better.

Every employee needs to the empowered maximum in order to develop themselves in completing various tasks and responsive to the development environment. Empowerment is giving responsibility and authority of managers to employees, which involves the sharing of information and knowledge to guide employees to act in accordance with the objectives of the organization (Baron and Rue, 1997).

From some of these definitions can be concluded that empowerment is an employee engagement really means so that the employee actually being able to carry out the work and be involved in decision-making and problem-solving. Employee

empowerment is done by exploring the potential that exists within every employee, so that employee empowerment is not just a distribution of power that has existed and has been owned by the organization, but also the development of power.

3. Research Methods

3.1. Research Design

This research is an explanatory research. An explanatory study by Singarimbun and Effendi (1995) is a study that explains the causal relationship between the study variables with hypothesis testing. In the explanatory research, the approach used in this study is a survey method, the research was done to get the facts about the phenomena that exist in the object of research and collect information on the actual and systematic.

3.2. Population and Sample

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2005), the sample was towing the majority of the population to represent the entire population, (Surakhmad, 2010).

This study is a census where the samples used in the study were all employees who are part of the population, this is due to the limited population of employees of the National Accreditation Board of Higher Education (BAN-PT). The number of samples used in the study is that 60 employees of the National Accreditation Board of Higher Education (BAN-PT), this sampling including the sampling using purposive sampling method is sampling in an analytical unit by taking into account the same characteristics in the samples. Overall samples were taken on the part of these organizations using a saturated sample.

3.3. Data Processing Techniques

3.3.1. Validity Test

Validity is a measure that indicates the levels of validity something instruments (Arikunto, 2006). An instrument is said to be valid if it is able to measure what you want to be measured. An instrument is said to be valid if it can reveal the data of the variables studied properly. The level of the instrument indicates the extent to which the data collected does not deviate from the description of the variables in question.

Is a tool to measure the validity of the Pearson product moment correlation. An indicator is said to be valid if $r > 0.3$, if $(n = 100$ and $\alpha = 0.05$, r table 5% = 0.195) (Arikunto, 2006).

3.3.2. Test Reliability

Reliability is something instruments trustworthy enough to be used as a means of collecting data for the instrument is good (Arikunto, 2006). The good instrument will not be tendentious or direct the respondents to select specific answers. Instruments that have been trustworthy, reliable will produce reliable data. Reliability indicates the level of reliability.

4. Results and Discussion

Type variables used in this study there are two latent variables and observed variables. The latent variable used is the empowerment of employees and employee performance. These latent variables based on previous research. In this study, the latent variable of employee empowerment is also a mediating variable. Naming the latent variables can be seen in Table 1.

Latent Variables	Code
Employee empowerment	PP
Employee performance	K

Table 1: Naming Latent Variables

As for the observed variables determination was also based on previous studies. There are three types of variable observed that personal initiative, discipline, and clarity of roles. To facilitate the processing of data, given the observed variable naming as in Table 2.

Variables Observed	Code
Personal initiative	IP
Employee discipline	DP
Clarity of roles	KP

Table 2: Naming Variables Observed

In this study, a model and an initial hypothesis between the latent variables with observed variables are presented in Figure 1.

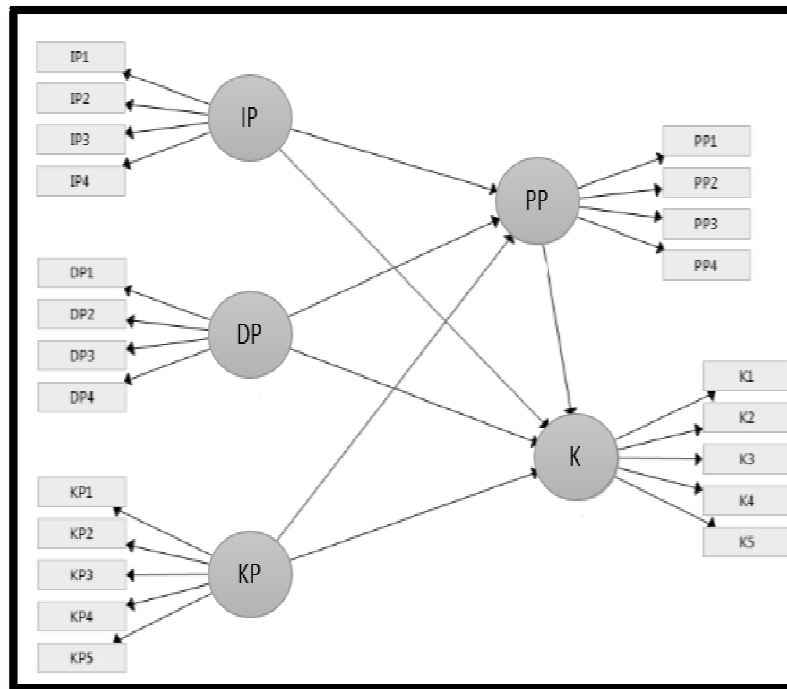


Figure 1: Initial Model Study with SEM Partial Least Square Information

- IP1 : self-starting
- IP2 : proactive
- IP3 : persistent
- IP4 : pro-company
- DP1 : presence
- DP2 : working in accordance with SOP
- DP3 : neatness
- DP4 : effective and efficient
- KP1 : a clear job description
- KP2 : responsible
- KP3 : know what is expected an organization
- KP4 : vision and mission
- KP5 : authority
- PP1 : competence
- PP2 : self-determination
- PP3 : impact
- PP4 : meaningfulness
- K1 : quality
- K2 : quantity
- K3 : knowledge
- K4 : work relationship
- K5 : work safety

The above model has endogenous and exogenous construct as follows:

- Constructs exogenous first: personal initiative hypothesized have an influence on the empowerment and performance, expressed as the latent variables.
- The construct of exogenous two: discipline employees who hypothesized influence on empowerment and performance, expressed as the latent variables.
- Constructs third exogenous: the clarity of the hypothesized role has an influence on the empowerment and performance, expressed as the latent variables.

- The construct of the first endogenous empowerment hypothesized influenced by personal initiative, employee discipline and clarity of the hypothesized role also affect the performance and expressed as a latent variable
- The construct of an endogenous second: the hypothetical performance is influenced by personal initiative, discipline, role clarification, and the performance is expressed as latent variables.

4.1. Evaluation Measurement Model

The measurement model is also called outer PLS models. The outer model defines how each indicator relates to constructs (Ghozali, 2007). Evaluation of the measurement model consists of validity, reliability, and the significance of indicators and constructs involved.

4.2. Validity Outer Model

In the outer validity test models, there are two factors: the value of factor loading (convergent validity) and value cross-loading (discriminant validity). Convergent Validity measures the correlation between statements item (indicator) to construct the research. The size of individual reflexive said to be correlated if more than 0.7 with the construct to be measured. However, to study the early stages of the development of the measurement scale factor loading value of 0.5 to 0.6 is considered sufficient (Ghozali, 2007).

In the early stages of testing the data to determine the accuracy of the indicators in explaining the exogenous construct the model using loading factor value. The following values for each construct loading factor exogenous using the SMART program PLS Version 3.

Variables	Loading Factor
Self Starting	0.173
Proactive	0.829
Persistent	0.842
Pro-Company	0.884
Presence	0.507
According to the SOP	0.769
Neatness	0.668
Effective and Efficient	0.704
Job des clear	0.500
Responsible	0.655
Hope accordance Org	0.685
Vision and mission	0.674
Authority	0.729
Competence	0.801
Self-determination	0.856
Impact	0.858
Meaningfulness	0.766
Quality	0.633
Quantity	0.672
Knowledge	0.552
Work relationship	0.790
Work safety	0.671

Table 3: Value Loading Initial Factor Model

Based on Table 3 there are several indicators that the value of the loading factor < 0.6 is IP1, DP1, KP1, and K3. The indicator must be removed from the model and the estimation will be carried out as early stage. After the estimation of the loading factor values obtained are presented in Table 4.

Variables	Loading Factor
Proactive	0.816
Persistent	0.848
Pro-company	0.892
Working according to SOP	0.822
Neatness	0.705
Effective and Efficient	0.693
Responsible	0.741
Know the expected Org	0.686
Vision and mission	0.737
Authority	0.724
Competence	0.791
Self-determination	0.855
Impact	0.864
Meaningfulness	0.769
Quality	0.627
Quantity	0.680
Work relationship	0.831
Work safety	0.699

Table 4: Value Loading Factor after Re-Estimation

According to the table 4 loading factor value after re-estimation, the result has met convergent validity for all loading factor > 0.6. Thus, it can be concluded convergent validity is valid.

Further data processing is obtained value discriminant validity of the group constructs the results presented in Table 5. Based on the table it can be seen that each indicator has the greatest value when the loading factor associated with endogenous construct compared to other endogenous constructs. This suggests that each indicator for explaining endogenous constructs each and prove that by discriminant validity of all the indicators are valid.

Variables	IP	DP	KP	PP	K
Proactive	0.816	0.571	0.403	0.559	0.319
Persistent	0.848	0.534	0.584	0.621	0.443
Pro-company	0.892	0.618	0.634	0.655	0.495
Working according to SOP	0.775	0.822	0.551	0.541	0.512
Neatness	0.353	0.705	0.594	0.412	0.470
Effective and Efficient	0.298	0.693	0.378	0.265	0.464
Responsible	0.344	0.408	0.741	0.464	0.441
Know the expected organization	0.613	0.617	0.686	0.352	0.501
Vision and mission	0.494	0.386	0.737	0.321	0.503
Authority	0.420	0.579	0.724	0.452	0.525
Competence	0.536	0.482	0.336	0.791	0.448
Self-determination	0.733	0.565	0.466	0.855	0.547
Impact	0.594	0.437	0.594	0.864	0.539
Meaningfulness	0.470	0.352	0.405	0.769	0.533
Quality	0.272	0.300	0.444	0.422	0.627
Quantity	0.393	0.398	0.340	0.554	0.680
Work relationship	0.481	0.626	0.650	0.557	0.831
Work safety	0.235	0.476	0.467	0.234	0.699

Table 5: Value Discriminant Validity / Cross Loading

4.3. Outer Reliability Model

The next test is the test of consistency measurements (reliability) which can be measured by looking at the value of Average Variance Extract (AVE) and Composite reliability (CR). High reliability showed that the indicators have a high consistency in measuring latent constructs (Vitello, 2008). Composite reliability is quite good if it has a value of ≥ 0.7 . Extract Variance Average value (AVE) is said to be good if it has a value ≥ 0.5 (Ghazali, 2009). Value AVE and CR results of this study can be seen in Table 6.

Variables	Average Variance Extracted (AVE)	Composite Reliability (CR)
IP	0.727	0.889
DP	0.551	0.785
KP	0.522	0.814
PP	0.674	0.892
K	0.509	0.804

Table 6: The Value AVE and CR

4.4. Significance Outer Model

The next testing phase is of significance between the constructs of exogenous and endogenous constructs. Significance outer model can be known only after doing bootstrapping. The significance of endogenous constituent indicators can be seen from the value of the t statistic. If the t-value > t table, then all can be a significant indicator to measure endogenous constructs. T value table for degrees of freedom = 59 and $\alpha = 0:05$ is 1.671. T statistic value of each indicator is given in Table 7. Based on these tables, all indicators were significant to construct an exogenous because the value of t statistics on all indicators of value > t table that is equal to 1.671.

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/M/STDEV)	P Values	Significance
IP2 <- IP	0.816	0.820	0.043	19.158	0.000	Significant
IP3 <- IP	0.848	0.843	0.043	19.797	0.000	Significant
IP4 <- IP	0.892	0.894	0.026	33.666	0.000	Significant
DP2 <- DP	0.822	0.826	0.038	21.606	0.000	Significant
DP3 <- DP	0.705	0.703	0.093	7.551	0.000	Significant
DP4 <- DP	0.693	0.686	0.086	8.026	0.000	Significant
KP2 <- KP	0.741	0.740	0.073	10.184	0.000	Significant
KP3 <- KP	0.686	0.674	0.100	6.841	0.000	Significant
KP4 <- KP	0.737	0.735	0.066	11.125	0.000	Significant
KP5 <- KP	0.724	0.733	0.071	10.208	0.000	Significant
PP1 <- PP	0.791	0.787	0.060	13.179	0.000	Significant
PP2 <- PP	0.855	0.857	0.035	24.231	0.000	Significant
PP3 <- PP	0.864	0.864	0.040	21.851	0.000	Significant
PP4 <- PP	0.769	0.758	0.069	11.187	0.000	Significant
K1 <- K	0.627	0.626	0.095	6.624	0.000	Significant
K2 <- K	0.680	0.672	0.100	6.770	0.000	Significant
K4 <- K	0.831	0.827	0.053	15.812	0.000	Significant
K5 <- K	0.699	0.705	0.069	10.122	0.000	Significant

Table 7: Results after Bootstrapping

4.5. Structural Model Evaluation (Inner Model)

Evaluation of the structural model is made to see matches between constructs in the model. The structural model is evaluated by looking at the value of R² to construct dependent path coefficient or t-values per path for a test of significance between the constructs in the structural model (Jogiyanto, 2009). The higher the value of R² means the better the prediction model of the proposed research model (Jogiyanto, 2009).

Relationships in the inner model to be observed in this study, there are two types. The first type is the relationship between exogenous construct with endogenous constructs. The second type is the ties between endogenous constructs.

4.6. Relations with Constructs Exogenous Endogenous

Relations between exogenous construct with endogenous constructs can be seen through the t-test statistics and structural path coefficients. T-table value for $\alpha = 0.05$ and degrees of freedom (df) = 59 is 1,671. If the t-statistic > t-table it can be concluded endogenous constructs influence the exogenous construct. The results show the relationship between exogenous construct with endogenous constructs can be seen in Table 8.

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/M/STDEV)	P Values	Significance
IP → K	-0.289	-0.266	0.145	1.995	0.047	Significant (negative)
IP → PP	0.585	0.561	0.171	3.423	0.001	Significant (Positive)
DP → K	0.313	0.329	0.124	2.531	0.012	Significant (Positive)
DP → PP	0.091	0.090	0.128	0.712	0.477	Not significant
KP → K	0.411	0.382	0.175	2.342	0.020	Significant (Positive)
KP → PP	0.115	0.146	0.187	0.613	0.540	Not significant

Table 8: Relationship between Constructs Exogenous to Endogenous

4.7. The Relationship between Endogenous Constructs

Relations between endogenous constructs between empowering employees with employee performance can be seen in Table 9.

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/M/STDEV)	P Values	Significance
PP → K	0.435	0.426	0.163	2.667	0.008	Significant (Positive)

Table 9: The Relationship between Endogenous Constructs

In addition, the relationship between endogenous constructs can also be seen by looking at the value of R2 generated. R2 value reflects the extent to which an endogenous construct can explain other endogenous constructs. According to the table 10, the value of R2 which can be as big as 0.448. This value indicates that endogenous constructs employee empowerment can explain the endogenous constructs employee performance by 0.448 while the rest is explained by other factors.

Variables	R Square
PP → K	0.448

Table 10: The R2 Variable K

4.8. Outer Analysis Model

Analysis outer model describes the extent to which the relationship between the indicator to construct research. In this study, as discussed in the previous section the outer analysis model consists of three types of testing that the validity of the model outer, outer reliability model, and the significance of outer models.

The validity of the model is done by looking at the outer loading factor and the value of cross loading. Values and cross loading factor loading is also used to measure the validity of the questionnaire as a measuring tool used in this study. The value of the required loading factor > 0.6. As for the cross loading, the required values > 0.5 and the value of cross loading on the construct being measured must be larger than the other constructs.

Based on the data processing is done there are some indicators that do not meet the construct validity value loading factor < 0.6 are indicators IP1 (self-starting), DP1 (Presence), KP1 (a clear job description), and K3 (Knowledge), so that should be excluded from the model, and to estimate again. The complete value of the initial loading factor and re-estimation are presented in Table 11.

Variables	Loading Factor (Early)	Loading Factor (Re-estimation)
Variables	0.173	-
Self Starting	0.829	0.816
Proactive	0.842	0.848
Persistent	0.884	0.892
Pro-company	0.507	-
Presence	0.769	0.822
According to the SOP	0.668	0.705
Neatness	0.704	0.693
Effective and Efficient	0.500	-
Job des clear	0.655	0.741
Responsible	0.685	0.686
Hope accordance Org	0.674	0.737

Variables	Loading Factor (Early)	Loading Factor (Re-estimation)
Vision and mission	0.729	0.724
Authority	0.801	0.791
Self-determination	0.858	0.864
Impact	0.766	0.769
Meaningfulness	0.633	0.627
Quality	0.672	0.680
Quantity	0.552	-
Knowledge	0.790	0.831
Work relationship	0.671	0.699

Table 11: Value Loading Factor Beginning and after Re-Estimation

4.9. Inner Analysis Model

Analysis of the model inner conducted to see the relationship between endogenous constructs and constructs exogenous based on the results of data processing. The relationship was tested by t (validity correlations) and (weighting factor most dominant)

4.10. Construct Analysis of Employee Performance Directly

Based on the results of data processing, the third effect of exogenous constructs directly without employee empowerment through mediating variables have a significant relationship to the performance of employees. Of the three variables, personnel initiatives have a significant negative effect on the performance of employees, this is not necessarily due to an employee who has a great personal initiative will have a good performance without the direction of a leader. While the employee discipline provides a significant positive effect, this means that someone who has a good employee discipline it will produce a good performance anyway. Clarity of roles and positively influence the biggest in compare personal initiative and discipline to employee performance. This is due to the lack of clarity of responsibility.

Variables	Original Sample (O)	T Statistics (O/M/STDEV)	P Values	Significance
IP → K	-0.289	1.995	0.047	Significant (negative)
DP → K	0.313	2.531	0.012	Significant (Positive)
KP → K	0.411	2.342	0.020	Significant (Positive)

Table 12: Value T-Statistics IP, DP, and KP against K Directly

4.11. Construct Analysis Performance through Employee Empowerment Mediation

Based on the results of data processing, variable positive initiatives have a significant impact on employee performance through the mediation of employee empowerment. Viewed direct influence on employee performance then it would be a great personal initiative through the mediation of employee empowerment. With the great ability of personal initiative will give a good performance when someone directs. While variable employee discipline and better clarity of the role of its influence on employee performance directly without going through the mediation of employee empowerment.

Variables	Original Sample (O)	T Statistics (O / STDEV)	P Values	Significance
IP → PP	0.585	3.423	0.001	Significant (Positive)
DP → PP	0.091	0.712	0.477	Not significant
KP → PP	0.115	0.613	0.540	Not significant

Table 13: Value T-Statistics IP, DP, and KP against K Employee Empowerment through Mediation

5. Conclusions and Recommendations

5.1. Conclusion

Based on the research that has been discussed above, can be summarized as follows:

- Personal initiative significantly negative effect on the performance of the National Accreditation Board of Higher Education (BAN-PT) with P values obtained Value of 0.047 or less than 5%, the coefficient for the variable parameters of the role Initiative (original sample) -0.289, which means there is a negative influence or can be interpreted that not necessarily an employee who has a great personal initiative will have a good performance without the direction of a leader, T statistic is greater than t table $1.995 > 1.960$

- Discipline employees positive significant effect on the performance of the National Accreditation Board of Higher Education (BAN-PT) obtained by the P value of 0.012 or less than 5% coefficient parameters for variable employee discipline of (original sample) 0,313 which means there is positive between disciplinary against performance of employees or can be interpreted that someone who has a good employee discipline will produce a good performance anyway, T statistic is greater than t table 2,531 > 1,960
- The clarity of the role of positive influence on the performance of employees of the National Accreditation Board of Higher Education (BAN-PT). P values obtained Value of 0,020 or less than 5% coefficient for variable parameters of employee discipline (original sample) 0.411, which means there is positive between the clarity of the role of the performance of employees or it can be interpreted that with the clarity of responsibilities, expectations of the organization, vision, mission, and authority within the organization, its performance will be more effective and efficient, because clearly the role of each employee, as well as the better employees, understand their respective roles will improve its performance with regard to quality and reliability, the value of the t statistic is greater than t table 2.342 > 1.960
- Influence personal initiative on performance mediated for Empowering employees to obtain the value of the P-Value of 0.001 or less than 5% coefficient parameters for variable initiative is personal to employee performance through the empowerment of employees amounted to (original sample) 0.585, which means there is positive between the Initiative personal on performance employees through employee empowerment, visible direct impact on employee performance then it will be great personal initiative through the mediation of employee empowerment. With the great ability of personal initiative will give a good performance if there is someone who directs, with the empowerment given by the employer, an employee of the National Accreditation Board of Higher Education (BAN-PT) will be motivated to take the initiative because they feel empowered leadership in all matters relating to jobs and services that improve the overall performance of t statistic values greater than t table 3.423 > 1.960
- Effect of employee discipline to employee performance through empowerment of employees as a mediator coefficient parameter to discipline an employee to employee performance through the empowerment of employees amounted to (original sample) 0.091 and a P value of Value of 0,447 or more than 5% Not Significant, because the value of the t statistic is smaller of t table 0.712 < 1.960 employee discipline nicer variables influence on employee performance directly without going through the mediation of employee empowerment,
- The influence of role clarity on employee performance through empowerment of employees as a mediator of the National Accreditation Board of Higher Education (BAN-PT), the coefficient parameter to discipline an employee to employee performance through the empowerment of employees amounted to (original sample) 0,115 and a P value of Value of 0.540 or more than 5 % Not Significant, because the value of the t statistic is smaller than t table 0.613 < 1.960 variable employee discipline and better clarity of the role of its influence on employee performance directly without going through the mediation of employee empowerment,

5.2. Recommendations

- Leaders of the National Accreditation Board of Higher Education (BAN-PT) should increase employee initiative to build closeness with employees and pay more attention to employees.
- Leaders of the National Accreditation Board of Higher Education (BAN-PT) need to provide rewards to constantly improving employee discipline, both of attendance, neatness, and effectiveness in performance.
- Leaders of the National Accreditation Board of Higher Education (BAN-PT) need to pay more attention to give a clear direction so that employees better understand the role and duties of each.
- Leaders of the National Accreditation Board of Higher Education (BAN-PT) needs to increase efforts in bringing the initiative of employees and strengthen the role of empowerment so that employees feel more noticed by superiors so as to have a better performance.

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