

The Influence of Empowering Leadership on the Affective Commitment of General Hospital Employees with Psychological Empowerment as Mediator Variables

Listiyowati^{1*}, Suryanto², Dyan Evita Santi³

^{1,3}Fakultas Psikologi, Universitas 17 Agustus 1945 Surabaya, Indonesia

²Fakultas Psikologi, Universitas Airlangga Surabaya, Indonesia

Corresponding Author: Listiyowati Listiyowati0711@gmail.com

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ABSTRACT

The purpose of this research is to analyze the influence of empowering leadership on affective commitment through psychological empowerment as a mediator for General Hospital (RSU) employees. Sampling was 180 employees using total sampling technique. Data was collected using the affective commitment scale by Lunthans (2005), the empowering leadership scale by Konczak, et al (2000). The Psychological Empowerment Questionnaire (PEQ) scale was developed by Spreitzer (1995). The analysis technique uses path analysis using PLS.3.0. In the results of the direct effect test, the value obtained was $p = 0.000 < 0.05$, it can be concluded that there is an influence between empowering leadership and psychological empowerment. The second hypothesis, obtained p value = $0.009 < 0.05$, it can be concluded that there is an influence between psychological empowerment and affective commitment. The third hypothesis, obtained p value = $0.000 < 0.05$, it can be concluded that there is a positive influence between empowering leadership on affective commitment. The fourth hypothesis ($p = 0.026 < 0.05$) suggests that empowering leadership influences affective commitment in Public Hospital personnel through psychological empowerment.

INTRODUCTION

One of the issues in human asset administration in healing centers is representatives who come and go ceaselessly or there's an worker exchange (turnover) some time recently their time (Rahmawati, 2016). Based on perceptions made at Hospital Al Islam Mawardi Sidoarjo, turnover in clinic representatives is common in outsourcing workers. Turnover intention may be a person's want to take off their work within the future (Karomah, 2020). The presence of turnover deliberate will be a driver or trigger for workers to take off or alter employments or too known as turnover. Expanding HR capacity for clinics will be disturbed by representatives who regularly alter some time recently they get it their work errands and have a work commitment. Numerous components impact execution, variables that impact execution are:

Capacity components comprising of potential capacities (IQ) and reality capacities (instruction), and motivation factors formed from workers' states of intellect in overseeing with work circumstances. Concurring to Allen & Meyer (1990) organizational commitment can be gathered into three measurements, to be specific emotional commitment, continuation commitment, and standardizing commitment. Each measurement of organizational commitment incorporates a distinctive part from one another, but among the three components of organizational commitment, full of feeling commitment is considered the foremost imperative commitment since full of feeling commitment is the center of organizational commitment, emotional commitment superior depicts worker commitment and devotion to the company (Panuju 2018; Agustian & Fitria, 2020).

Enabling authority contains a relationship with mental strengthening and mental strengthening moreover includes a relationship with emotional commitment. Inquire about conducted by Santika (2020; Gunawan & Viyanita, 2012) mental strengthening incorporates a critical impact on emotional commitment. They will see their capacities more and will be able to influence work and the organization in a more meaningful way. They moreover attempt to do their work more ideally, act more freely, and have a better commitment so that they empower them to act proactively in their work (Ramdhan, 2015; Krisnadi, 2022).

The Y variable of the research to be conducted is affective commitment. Previous studies have explained affective commitment in general using various X variables. The researcher chose to use the empowering leadership (X) variable on affective commitment (Y) and psychological empowerment (M) as a mediator. The difference from previous studies is that the subjects of this study are hospital employees.

Research on the influence of empowering leadership on affective commitment and psychological empowerment as mediator variables that have been previously linked has been the subject of quite a lot of research. Damayanti (2021) investigated the impact of empowering leadership on teacher performance, using psychological empowerment as a mediating variable. The purpose of this study is to investigate the impact of empowering leadership on teacher performance by using psychological empowerment as a mediating

variable. The subject of study at SMPN 1 and SMPN 2 Pacitan. This course employs a quantitative approach with 101 teachers and 81 respondents drawn from a simple random sample procedure. Data were analyzed using Structural Equation Modeling (SEM) and the Partial Least Squares (PLS) approach.

The findings of this study conclude that empowering leadership has a significant positive effect on teacher performance, empowering leadership has a significant positive effect on psychological empowerment, psychological empowerment has a significant positive effect on teacher performance, and psychological empowerment, as a mediating variable, affects the relationship between empowering leadership and student performance. The principal must improve the effectiveness of empowering leadership by establishing high work discipline, which will promote teachers' psychological empowerment and have a positive impact on teacher performance. Government funding for supporting learning infrastructure should also be expanded to make it easier for teachers to improve the quality of instruction they provide to pupils.

Another study conducted by Fauzan & Etikariena (2021) examined the role of organizational culture on the relationship between empowering leadership and organizational commitment. This study aims to see the effect of the empowering leadership variable on organizational commitment in employees by using clan culture as a moderator. This is because commitment can show the intention to persist in an action so that organizations often try to foster commitment in their employees to achieve stability and reduce expensive costs.

This study wants to see the role of leadership style in increasing employee organizational commitment. Specifically, the variable measured to see leadership style is empowering leadership. The respondents in this study were employees who were currently working in the company and 82 respondents were obtained. This study uses the Hayes model 1 regression analysis technique. And the results obtained $p = 0.013 < 0.05$. The results of this study indicate a significant correlation between empowering leadership and organizational commitment. It was also found that clan culture can act as an effective moderator. The influence given by the two variables together has a role of 32%.

The research to be conducted is a research entitled the influence of empowering leadership on the affective commitment of general hospital employees with psychological empowerment as a mediator variable. The difference between this research and previous research is the subjects and place of research conducted on general hospital employees.

The purpose of this study is to analyze the influence of empowering leadership on psychological empowerment in employees of General Hospitals (RSU). To analyze the influence of psychological empowerment on affective commitment in employees of General Hospitals (RSU). To analyze the influence of empowering leadership on affective commitment in employees of General Hospitals (RSU). To analyze the influence of empowering leadership on affective commitment through psychological empowerment as a mediator in

employees of General Hospitals (RSU) in employees of General Hospitals (RSU).

LITERATURE REVIEW

Affective Commitment Theory

Allen and Meyer (1990) stated that organizational commitment has three dimensions, namely affective commitment, continuance commitment, normative commitment. A person with high affective commitment will stay in the organization because he likes the organization, while a person with high continuance commitment will stay in the organization because of the needs of life as his motivation. A person with high normative commitment will stay in the organization for reasons of morality. So, employees who have an affective basis have different behaviors from employees who have continuance and normative. In this study, from the three dimensions, the researcher used affective commitment because by having a high affective commitment, they have a close emotional attachment to the organization.

Emotional commitment is related to the feelings, distinguishing proof and association of people within the organization (Allen & Meyer, 1997). People who have emotional commitment have an enthusiastic connection to the organization which is reflected through association and sentiments of delight and enjoyment of their part within the organization. Representatives who have tall emotional commitment are willing and able to be effectively included within the organization and have social ties with individuals of the organization (Gellatly, Meyer, & Luchak, 2006). Robbins (2008; Ariyani & Sugiyanto, 2020) clarifies that full of feeling commitment is an enthusiastic feeling of being bound to an organization and a conviction in organizational values.

Empowering Leadership

According to Konczak et al. (2000), empowering leadership is defined as intrinsic task motivation resulting from a series of four task-related cognitions related to the individual's work role: (a) meaning (value of work goals), (b) competence (similar to Conger and Kanungo's self-understanding) efficacy, (c) self-determination (choice in initiating and organizing actions), and (d) impact. Leadership is the use of non-coercive influence to create group or organizational goals, drive behavior towards those goals, and assist establish the group or organization's culture. Leadership is a quality that refers to a set of characteristics shared by people who are considered leaders. Leadership is the ability to persuade a group to work towards a common vision or objective. Organizational efficiency requires good leadership (Robbins & Judge, 2015).

Enabling leadership according to Srivastava (2006; in Mutaminah & Munadharoh, 2013) as a behavior in which control is shared with subordinates so that it can increment their inherent inspiration. For illustration: driving by case, making participatory choices, preparing, data, and appearing concern. Ahearne, et al (2005) uncovered that Enabling Administration happens when pioneers have great connections with subordinates, communicate an appealing

vision to their workers, encourage participatory decision-making, coach subordinates to be more free, and appear concern for their employees' individual issues. Agreeing to Arnold, et al (2000) engaging administration alludes to broader behavior than basically giving specialist, pioneers appear the leader's commitment to their work and the work of their group individuals in expansion to persuading group individuals and paying consideration to their welfare.

Several explanations of definitions from experts, it can be concluded that empowering leadership can be defined as the behavior of a leader who not only has authority but is also responsible for his work and pays attention to the welfare and motivates his team to be better.

Psychological Empowerment

According to Spreitzer (1995), psychological empowerment is a motivational construct characterized by four cognitions: meaning, competence, self-determination, and impact. These four cognitions collectively represent an active (rather than passive) approach to the job. This active attitude refers to the desire and ability of an individual to shape his own work in his job or setting at work. Drucker (in Spreitzer, 1995) states that psychological empowerment is a construct that requires critical attention, as widespread interest in the problem of psychological empowerment arises at a time of global competition and various changes that require members of the organization to take more initiative and be innovative.

Meyerson and Kline (2008) clarify that mental strengthening is related to how competent or competent individuals feel enabled in their work environment. People who feel more competent with their capacity to do their occupations will feel more fulfilled with their employments, more committed to their organizations, have lower eagerly to take off the organization, and appear more positive execution than people with lower levels of mental strengthening. A few definitions from the figures over can be concluded that mental strengthening is an individual's inner inspiration so that it can increment a sense of self-control so that they can be effectively included in their work.

Several explanations of definitions from experts, it can be concluded that psychological empowerment is an internal motivation of an individual that can increase the sense of self-control so that they can be actively involved in their work.

Hospital

A hospital, according to WHO (World Health institution), is an essential component of a social and health institution, serving the community by offering complete services, curative and preventive therapy. The hospital serves as a teaching institution for health workers as well as a medical research facility. A hospital is a public facility controlled by the government or the private sector that plays an important strategic role in attempts to improve public health services. The new health-care paradigm compels hospitals to provide quality treatments based on patients' wants and preferences while adhering to

professional and medical codes of ethics. Hospitals must improve the quality of their services in an era of rapid technological advancement and increased competition. The survival of an institution is fundamentally dependent on quality. As a result, hospitals must constantly preserve consumer trust by enhancing service quality in order to boost consumer happiness.

Based on several opinions above, it can be concluded that the definition of a hospital is a health service organization consisting of comprehensive services, curative services and preventive services.

Theoretical Framework

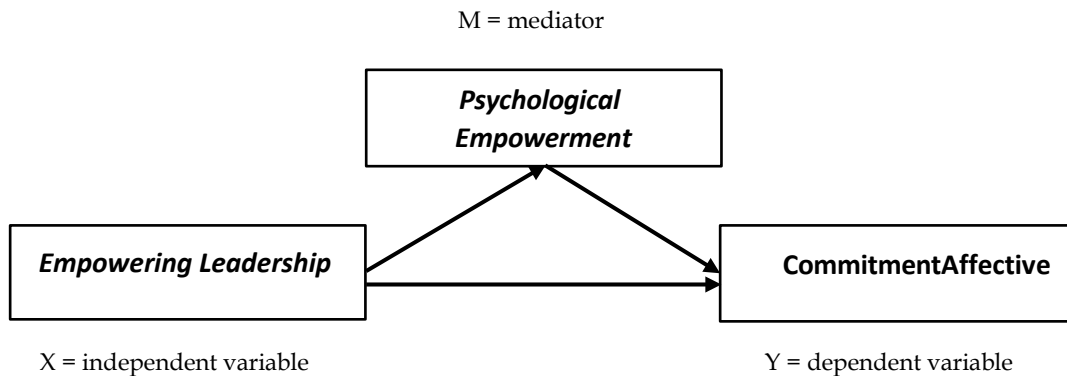


Figure 1. Research framework

Hypothesis

The research hypothesis is a temporary answer to a research problem, the truth of which must still be tested empirically. The hypothesis is also an answer to a research problem that is theoretically considered the most likely and has the highest level of truth (Suryabrata, 2010).

Based on the explanation above, the hypothesis in this study is:

1. There is influence positive empowering leadership to psychological empowerment of employees of General Hospital
2. There is a positive influence of psychological empowerment on affective commitment in General Hospital employees.
3. There is a positive influence of empowering leadership on affective commitment of employees at General Hospitals.
4. There is a positive influence of empowering leadership on affective commitment through psychological empowerment of employees at General Hospitals.

METHODOLOGY

This investigation takes a quantitative method. According to Sugiyono (2012), quantitative research is a research method based on the positivist philosophy that is used to study a specific population or sample. Sampling techniques are generally carried out randomly, data is collected using research instruments, and data analysis is quantitative or statistical in nature with the goal of testing the established hypothesis.

The research population is defined as a group of subjects to be identified and generalized in the research results (Azwar, 2017). As previously described,

the population in this study were employees of Private Hospital "X" in the Sidoarjo Regency area totaling 210 people (Nurses, Midwives, Other health workers, administration, and cleaning service & security).

The sample is made up of study individuals (respondents), who serve as data sources (Darmawan, 2013). This study used complete sampling as its sampling technique. According to Sugiyono (2009), the entire sampling technique uses the same number of samples as the population. The researchers used total sampling since the population could still be reached in a single research site. Sampling was conducted after the population was decreased by 30 respondents to conduct a scale tryout, resulting in a total sample of 180 respondents.

The factors employed in this study were identified as dependent variables (affective commitment) and independent variables (empowering leadership). In addition, psychological empowerment might act as a mediating or intervening variable. This study's data analysis methods include the assumption test, which is the normalcy test of distribution, the linearity test, the multicollinearity test, and the heteroscedasticity test.

RESEARCH RESULT

Descriptive Research Data

According to the results of the descriptive analysis from SPSS, the affective commitment variable of General Hospital personnel in the research subjects ranges from high (70.6%) to very high (9.4%), as represented in the table below.

Table 1. Descriptive data of Affective Commitment Research

Interval	Category	Frequency	Percentage %
≤ 29	Very low	0	0%
$29 < x \leq 43$	Low	0	0%
$43 < x \leq 57$	Currently	36	20%
$57 < x \leq 71$	Tall	127	70.6%
$x \leq 71$	Very high	17	9.4%
Total		180	100%

Source: output SPSS 23.0 for windows

Based on the results of the descriptive analysis from SPSS, it is known that the empowering leadership variable of General Hospital employees in the research subjects tends to be high (86.7%) to moderate (1.1%), summarized in table 20 below:

Table 2. Descriptive data of Empowering Leadership Research

Interval	Category	Frequency	Percentage %
≤ 38	Very Low	0	0%
$38 < x \leq 56$	Low	0	0%
$56 < x \leq 74$	Currently	2	1.1%
$74 < x \leq 92$	Tall	156	86.7%
$X \leq 92$	Very high	22	12.2%
Total		180	100%

Source: SPSS 23.0 for windows output

Based on the results of descriptive analysis from SPSS, it is known that the psychological empowerment variable of General Hospital employees in the research subjects tends to be high (68.9%) to low (0.6%). summarized in table 21 below:

Table 3 Descriptive Data of Psychological Empowerment Research

Interval	Category	Frequency	Percentage %
≤ 27	Very Low	0	0%
$27 < x \leq 39$	Low	1	0.6%
$39 < x \leq 51$	Currently	48	26.7%
$51 < x \leq 63$	Tall	124	68.9%
$X \leq 63$	Very high	7	3.9%
Total		180	100%

Source: SPSS 23.0 for Windows output

Goodness of FIT Test

a) Coefficient of Determination

The coefficient of determination is used to see how much the independent variable contributes to explaining its relationship with the dependent variable.

1) R Square Test

Tests on the structural model are conducted to test between latent constructs. There are several tests for the structural model, namely R Square on endogenous constructs. If the value obtained is 0.02 (small), 0.15 (medium) and 0.35 (large). Can only be done for endogenous constructs with reflective indicators (Ghozali, 2016). The results of the PLS 3.0 test for R Square are as follows:

Table 4. R Square Test Results

Matrix	R Square	R Square Adjusted
Y	0.268	0.259
M	0.280	0.276

Source: PLS 3.0 test.

In the table above, the R Square value can be seen on the independent variable with the mediator variable of 0.280, which means that the contribution of the influence of the independent variable with the mediator variable is 28% and is included in the moderate model. On the independent variable with the dependent variable of 0.268, which means that the contribution of the influence of the independent variable with the dependent variable is 26.8% and is included in the moderate model.

2) F Square Test (Effect Size)

This F Square test is conducted to determine the goodness of the model. The F Square value is 0.02 (Weak), 0.15 (Medium), and 0.35 (Large) and can be interpreted whether the latent variable predictor has a weak, medium, or large influence at the structural level (Ghozali, 2011).

Table 5 F Square Test Results

Variables	Affective Commitment (Y)	Psychological empowerment (M)
Empowering Leadership (X)	0.100	0.390
Psychological Empowerment (M)	0.072	-

Source: PLS 3.0 test.

In table 5, the F Square value of the empowering leadership variable with the affective commitment variable is 0.100, which means that the variable's ability has a medium impact. The F Square value of the empowering leadership variable with psychological empowerment is 0.390, which means that the variable's ability has a medium impact. And the F Square value of the psychological empowerment variable with affective commitment is 0.072, indicating that the variable's ability has a minor effect.

Model Fit Test

a) Test Path Coefficients (Direct Effect)

The direct effect model is said to have a relationship if the relationship between variables is significant if the p-value of the T-Statistic is less than the 5% significance level or the p-value is less than the 0.05 significance level. The results of the direct effect test are obtained as follows:

Table 6 Direct Effect Test Results

Variables	Std. Deviation	p Values
Empowering Leadership (X) -> Psychological Empowerment (M)	0.076	0,000
Psychological Empowerment (M) -> Affective Commitment (Y)	0.092	0.009
Empowering Leadership (X) -> Affective Commitment (Y)	0.080	0,000

Source: PLS 3.0 test.

The results of the direct effect test indicate that empowering leadership has a positive impact on psychological empowerment in General Hospital employees, with a p-value of 0.000 (less than 0.05). The second hypothesis, obtained a p value = 0.009 <0.05 so it is significant, it can be concluded that there is a positive influence of psychological empowerment on affective commitment in employees of General Hospitals. The third hypothesis, obtained a p value = 0.000 so it is significant, it can be concluded that there is a positive influence between empowering leadership on affective commitment in employees of General Hospitals.

The results of the model interpretation test to see the influence between variables are presented in the bootstrapping results as shown in the following image:

b) Specific Indirect Effects Test

The indirect effects model is said to have an influence if between variables is significant if the p-value of the T-Statistic is less than the 5% significance level or the p-value is less than the 0.05 significance level. The results of the indirect effects test are obtained as follows:

Table 7 Results of Indirect Effects Test

Variables	Std. Deviation	p Values
<i>Empowering Leadership (X) -> Psychological Empowerment (M) -> CommitmentAffective</i>	0.048	0.026

Source: PLS 3.0 test.

In the results of the indirect effects test above, the results obtained to answer the fourth research hypothesis, obtained a p value = 0.026 <0.05 so that it is significant, it can be concluded that there is a positive influence of empowering leadership on affective commitment through psychological empowerment in General Hospital employees.

Empowering leadership has a positive and significant influence on psychological empowerment and also shows that the empowering leadership variable is most influenced by the skill development dimension of 50.201. The empowering leadership variable with the affective commitment variable is 0.100, which means that the ability of the variable has a medium impact.

Psychological empowerment has a positive and significant influence on affective commitment and shows that the psychological empowerment variable is most influenced by the competence indicator 42.575. The psychological empowerment variable with affective commitment is 0.072, which means that the ability of the variable has a weak impact.

Empowering leadership has a positive and significant influence on affective commitment and shows that the affective commitment variable is most influenced by the emotional skill indicator of 67.325. The empowering leadership variable with psychological empowerment is 0.390, which means that the ability of the variable has a medium impact.

DISCUSSION

The results of the direct effect test obtained the results of the first research hypothesis, there is a positive influence of empowering leadership on psychological empowerment in General Hospital employees. Empowering leadership has a positive and significant influence on psychological empowerment. So when empowering leadership increases, it will increase psychological empowerment.

The influence between empowering leadership and psychological empowerment is in line with research by Mutamimah & Munadharoh (2013) which states that there is a significant positive influence between empowering leadership and psychological empowerment, meaning that the better the empowering role identity, the stronger the function of empowering leadership in increasing employee psychological empowerment.

Empowering leadership is style leadership which aims to empower subordinates. As a leader Whichempowering, will provide responsibility, support, autonomy, and resources for subordinates. The empowering leadership indicator shows skill development (50.201) as the indicator that most influences empowering leadership. These results indicate that hospital leadership has the most prominent skills and is able to empower hospital employees. The empowering leadership category data shows that it is in the high category as much as. Skill development can affect aspects of psychological empowerment, meaning, competence, and self-determination, improving employee skills can provide meaning because employees will provide value in the self-development process provided by the hospital. That way, skill development will improve employee competence. Giving employees the opportunity to develop skills indirectly influences increased self-determination because individuals will continue to develop over time.

The ability improvement viewpoint of enabling authority is the moment perspective that features a overwhelming impact. Concurring to Konczak et al. (2000) ability improvement alludes to the role of the pioneer as one who encourages instead of coordinates and controls, with a noteworthy extent of the pioneer. Workers who are included in decision-making will give meaning since people feel included within the improvement or heading and comes about of the clinic organization. Being involved in decision-making can advance competence, ensuring that representatives receive the outcomes of pioneers' decisions with workers. Having the sense of being recognized and listened to by pioneers can boost self-determination since employees believe they have a say in their work at the Clinic.

According to Konczak et al. (2000) accountability refers to changes in authority accompanied by improvements in performance measurement systems to ensure that individuals and teams are evaluated and held accountable for their performance. Knowing that employee work has consequences can provide meaning to themselves, because their work is considered important. Accountability increases employee competence because they feel responsible for their personal work responsibilities and the Hospital's achievements.

Having clear responsibilities for employees increases self-determination, because employees have control over the results of their work.

Authority is the capacity to impact a bunch towards accomplishing a vision or set objectives. Organizations require solid authority for ideal viability (Robbins & Judge, 2015). Enabling pioneers will make a work environment that bolsters the advancement of abilities and recognizes the commitment of everybody within the work environment. Hence, enabling authority can be considered a solid variable for the development of mental strengthening within the worker environment or clinic organization. An enabling authority fashion makes an environment in which representatives have meaning in working and will eventually influence emotional commitment .

The second hypothesis is that there is a positive influence of psychological empowerment on affective commitment in General Hospital employees. The results of this study are in line with research conducted by Santika (2020; Gunawan & Viyanita, 2012) psychological empowerment has a significant effect on affective commitment. Psychological empowerment has a positive and significant effect on affective commitment. So when psychological empowerment increases, affective commitment will increase. Psychological empowerment is an internal process within oneself, psychological empowerment will emerge when employees exercise control over the work they do.

Spreitzer (1995) clarifies self-determination is an individual's feeling of choosing to start and organize activities. Workers who have independence in their work can more effectively move individual objectives to organizational objectives. Independence can increment a sense of control and work fulfillment, which can fortify enthusiastic connection. Independence can increment natural inspiration, which can increment association in organizational assignments. Workers who have independence in their work may be less likely to take off the organization since they feel they have control over their career improvement. Self-determination in a roundabout way influences viewpoints of full of feeling commitment. Tall worker self-determination will increment the full of feeling commitment of clinic workers.

The third hypothesis is that there is a positive influence between empowering leadership and affective commitment in General Hospital employees. Empowering leadership has a positive and significant influence on affective commitment. So that when empowering leadership increases, it will increase affective commitment. The results of this study are in line with Iqbal's research (2019) which explains the significant positive influence of empowering leadership on affective commitment.

Empowering leadership is the behavior of a leader who not only has authority but also takes responsibility for his work and pays attention to the welfare and motivates his team to be better. The empowering leadership indicator shows skill development (50.201) as the indicator that most influences empowering leadership. According to Konczak et al. (2000) skill development refers to the role of a leader as one who facilitates rather than directs and controls, with a significant portion of the leader. The skills of leaders in

hospitals are the dominant factor influencing employee affective commitment. While affective commitment shows an indicator of emotional skills, as an indicator that influences affective commitment. The ability to identify problems emotionally, be it job responsibilities or personal problems, allows employees to work professionally according to the expectations of their leaders.

The fourth hypothesis is obtained a positive influence of empowering leadership on affective commitment through psychological empowerment in General Hospital employees. In line with research conducted by Otaibi et al. (2022) there is an influence between empowering leadership on affective commitment through psychological empowerment in nurses. In the R Square value of the empowering leadership variable with the psychological empowerment variable, which means that the contribution of the influence of the independent variable with the mediator variable is included in the moderate model. In the empowering leadership variable with the affective commitment variable, which means that the contribution of the influence of the independent variable with the dependent variable is included in the moderate model.

People who have emotional commitment have an passionate connection to the organization that's reflected through association and sentiments of delight and satisfaction of their part within the organization. Representatives who have full of feeling commitment are willing and able to be effectively included within the organization and have social ties with individuals of the organization (Gellatly, Meyer, & Luchak, 2006). Ahearne et al. (2005) expressed that enabling administration happens when pioneers have great connections with subordinates, communicate an appealing vision to their workers, encourage participatory decision-making, coach subordinates to be more free, and appear concern for their employees' individual issues.

Each dimension of organizational commitment has a different role from one another, but among the three components of organizational commitment, affective commitment is considered the most important commitment because affective commitment is the core of organizational commitment, affective commitment better describes employee dedication and loyalty to the company (Panuju 2018; Agustian & Fitria, 2020).

In the F Square value of the empowering leadership variable with psychological empowerment, the ability of the variable has a medium impact. And in the F Square value of the psychological empowerment variable with affective commitment, the ability of the variable has a weak impact. If you look at the influence between the variables, it can be said that it is not strong, although there is an influence between the variables. The implementation of empowering leadership carried out by the hospital is good (medium). In managing hospital services that sell health services, leaders must remain balanced in delegating, encouraging initiative, and developing employee skills. Empowerment is something important because in facing the era of competition and health services, employees must have confidence in the leadership in managing the hospital in the future to be no less competitive than other hospitals. And ultimately have an impact on the welfare of employees. By

involving psychological empowerment, empowering leadership can create deeper and more sustainable changes in the attitudes and behavior of individuals within the organization.

Psychological empowerment has a weak impact on affective commitment, psychological empowerment has a greater impact on affective commitment. Every organization and individual is unique, so variations in the impact of psychological empowerment on affective commitment may be due to a variety of interrelated factors. Analysis of specific organizational and situational contexts can help further understand why the relationship between the two may appear weak. Although psychological empowerment can provide feelings of control and autonomy, social support is also important for the development of affective commitment. If individuals feel less supported by coworkers, the impact of psychological empowerment on affective commitment may be limited.

From all the results obtained and the existing discussion, it can be understood that empowering employees through psychological empowerment, empowering leadership creates a basis for increasing strong affective commitment. Psychological empowerment (as a mediator variable) provides a strong foundation for employees to feel connected, valued, and have a meaningful contribution in the organizational context, which in turn can increase their affective commitment to the hospital organization.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The results of the direct effect test showed that there was an influence of empowering leadership on psychological empowerment in employees of General Hospitals. Empowering leadership has a positive and significant influence on psychological empowerment. So that when empowering leadership increases, it will increase psychological empowerment. The results show that the empowering leadership variable is most influenced by the aspects of skills development, decision making, and accountability.

The second hypothesis, there is an influence of psychological empowerment on affective commitment in General Hospital employees. Psychological empowerment has a positive and significant influence on affective commitment. So when psychological empowerment increases, it will increase affective commitment. The results show that the psychological empowerment variable is most influenced by the competence, impact, and meaning indicators.

The third hypothesis, there is an influence of empowering leadership on affective commitment in General Hospital employees. Empowering leadership has a positive and significant influence on affective commitment. So when empowering leadership increases, it will increase affective commitment. The results show that the affective commitment variable is most influenced by indicators of emotional attachment, involvement in organizational tasks, and the risk of leaving the organization.

The fourth research hypothesis, there is an influence of empowering leadership on affective commitment through psychological empowerment in

employees of General Hospitals. The R Square value on the empowering leadership variable with the psychological empowerment variable is 0.280, which means that the contribution of the influence of the independent variable with the mediator variable is 28% and is included in the medium category model. On the empowering leadership variable with the affective commitment variable is 0.268, which means that the contribution of the influence of the independent variable with the dependent variable is 26.8% and is included in the medium category model.

Recommendations

Based on the presentation of the results of this study, the researcher can suggest the following:

1. For Subject

For subjects to continue to improve their affective commitment through empowering leadership and psychological empowerment, which can be done through open communication, actively participating, collaborating and providing support to colleagues, giving and receiving feedback.

2. For Hospital

The results show that there is a relationship between empowering leadership and affective commitment through psychological empowerment. However, the relationship between them is low and medium. Therefore, these results can be used as a basis for policy making and training to improve the affective commitment of Hospital employees.

ADVANCED RESEARCH

The results of this study are expected to be a reference for other researchers to involve other independent variables and mediator variables (work motivation, job satisfaction, perception, leadership style) that can influence the affective commitment of hospital employees.

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