

**EFFECT OF MEANINGFULL OF WORK AND PSYCHOLOGICAL  
EMPOWERMENT ON ORGANIZATIONAL COMMITMENT MEDIATED BY  
WORK ENGAGEMENT IN HOSPITAL EMPLOYEES YOGYAKARTA**

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**ABSTRACT**

**Objective:** This study aims at analyzing the effect of meaningful of work and psychological empowerment on organizational commitment mediated by job engagement in hospital employees Yogyakarta, Indonesia.

**Design/methodology:** The statistical technique used in the present study was Path analysis. The primary data of the present study were obtained by means of questionnaires and interview with some respondents. The secondary data were gained through records and publications of related instances.

**Findings/Results:** The results show that meaningful of work and psychological empowerment offer positive and significant effect on organizational commitment, and work engagement plays a role in boosting organizational commitment

**Contributions:** Most hospitals in the city of Yogyakarta in particular, and Indonesia in general, have not been doing psychological empowerment, so that employees have low organizational commitment, the organizations emphasize more on the physical empowerment towards its employees.

**Keywords:** meaningful work, psychological empowerment, organizational commitment and job engagement

**1. Introduction**

In the face of an ever increasing global competition and the rapid development of technology, the environment grows uncertain, complex and rapidly changing. The business world must be prepared with strategic steps to deal with such a situation. Organizations need not only quality resources but also organizational values (identification), psychological involvement (psychological immersion), understanding about the importance of work and loyalty (affection attachment).

An organizational commitment involves attitudes and behaviors which reinforce each other. Employees who own commitment towards their company will show positive attitude and behavior towards the company, the employees might also have the spirit to

defend the organization, try to maintain a bond psychologically with the organization, and develop a sense of trust to help realize the organization's objective. An organizational commitment can be shown by the loyalty towards the organization; it also nurtures loyalty and encourages self-involvement in the organization.

Employees who understand the importance of work are one of the factors that determines organizational commitment (Madelyn, *et al*, 2014). Madelyn's research results showed that employees who understand the importance of work that they do bring a positive influence to the organizational commitment. Understanding the importance of work enables individuals to overcome problems, either by promoting a positive social relation or by connecting to a higher power. Moreover, an attached individual can find a meaning in life, life as a destination, which is meaningful and understandable.

Aside from being determined by the importance of work, organizational commitment is also influenced by psychological empowerment (Kebriaei, 2014). Psychological empowerment refers to a set of psychological situation needed by an individual to feel the sense of control in relation to his/her role in the work. The impact will be felt on the sense of meaning, competence, self-determination, and self-confidence, which in turn will influence employees' behaviors in the organization. The possible benefit of empowerment is encouragement that increases a strong motivation, high work satisfaction, high effectiveness, low employee turnover, and improved organizational commitment.

Another more important thing in developing organizational commitment is work involvement (Madelyn, *et al*, 2014). Work involvement is accepted as a business initiative which is strongly related to organizational success. Work involvement is a positive thought to fulfill the need of the job which is often marked with spirit, dedication and absorption. In this sense, the concept of spirit, dedication and absorption are the three different components of work involvement, which includes physical, emotional and cognitive involvement.

This research aims to fill the gap, by understanding about work and psychological empowerment towards organizational commitment with work involvement as a mediation variable. With a high work involvement towards employees, it is expected that a higher organizational commitment can be achieved.

## **2. Literature Review**

### **2.1 Organizational Commitment**

For the past two decades, the concept of organizational has drawn a lot of attention from many researchers. Mathieu dan Zajac (1990) proved that the concept of organizational commitment is an essential part of employees' psychological condition, because employees who experience a high organizational commitment will exhibit a lot of positive work behaviors, such as high work performance and citizenship activities, which surely will benefit the organization. Organizational commitment is a relative power of an individual's identification with his involvement to a certain organization and can be recognized by a strong conviction to and acceptance of organization's goal and values, willingness to make an effort sufficiently in the name of the organization and a strong will to maintain the organizational membership (Albdour and Altarawneh, 2014).

Organizational commitment is a totality that is internalized through normative pressures to perform appropriately in fulfillment of organizational interests. Wiener (1982), and supported by Porter, Steers, Mowday dan Boulian (1974) stated that organizational commitment involves employees' willingness to apply extra efforts in the name of the organization, the desire to stay with the organization and the acceptance of the organization's goal and values. Additionally, the concept of organizational commitment includes three related characteristic factors, namely (1) having a strong conviction on and acceptance of organization's goal and values, (2) having the willingness to make a sufficient effort in the name of organization, and (3) having a strong will to stay in the organization.

Organizational commitment can also be described as employees' attitude towards the obligation to stay with the organization. This attitude is a result of a normative pressure based on the employees' experience (Allen & Meyer, 1990, Albdour dan Altarawneh, 2014); organizational commitment can also increase to a higher level with employees' work involvement. Once an employee is involved in the organization he will be loyal to the organization where he works.

This research will identify organizational commitment through the three types: (1) affective commitment, referring to one's loyalty to the company or organization due to the

trust on the organization. Because of this loyalty, the employee is fully willing to accept the company's goal and values. Affective commitment can increase employees' work satisfaction because they agree with the organization's goal and principles, and the employees feel that they are treated fairly in terms of equity, and employees receive treatment, attention, and support from the organization (Hawkins, W.D. 1998); (2) continuous commitment, which relates with how far the employees feel the need to stay with the organization. Continuous commitment underlies employees' commitment to stay with the organization. The possible reasons to stay with the organization varies greatly, but the most frequently used reason relates with the lack of alternative jobs, remuneration, and facility available; (3) normative commitment, the process of socialization both in the early period when an individual enters the workplace and until the time when everything is received in the workplace, including information which relates with the relevance of certain attitudes and behaviors. The component of this commitment also includes the investment made by the organization to be used by the employees; to a certain extent until the employees feel that it is impossible to return (Meyer & Allen, 1991, Wolowska, 2014). In a situation like this, the norms received by the employees can create an imbalance between both party's obligations. Normative commitment also develops based on a psychological contract between employees and the organization, with a hope that the organization can operate all the time among all of the members (Rousseau, 1990).

## **2.2 Work Involvement**

Work involvement can be defined as the fulfillment which relates with positive thoughts about work, which is indicated by spirit, dedication, and absorption (Schaufeli *et al.*, 2002). Spirit is indicated by the high energy level and mental resilience at work. Dedication refers to intense involvement at one's work and the experience of significance, enthusiasm, and challenge. Absorption is indicated by one's full concentration and happiness towards work, so that time moves fast; and every difficulty is solved by oneself at work (Schaufeli and Bakker, 2004; Gupta, 2015). In short, an involved employee often completely absorbed in the work that he is doing.

Work involvement reflects the increasing importance of human capital and employee's psychological involvement in business. Businesses do not have any other choice but to

produce more output with the input from their employees. In trying to achieve this, organizations need to involve not only the employees' body but also their thought, mental and soul. Work involvement is also related with significance (the sense that someone receives the yield from self-investment), security (the feeling of being able to employ oneself in a performance without fear of negative consequences), and availability (the feeling of owning physical, emotional and psychological resources needed at work). On the other side, work involvement is a mental state which is indicated by spirit (energy and mental resilience), dedication (feeling proud about one's work and being inspired by it) and absorption (feeling satisfied when doing work).

## **2.2 Psychological Empowerment**

Psychological empowerment is one's belief in his ability to perform work in relation to skills and competence (Shauna, 2008). Shauna also explained that psychological empowerment relates with how people who are competent or who have the ability feel empowered at the workplace. Employees who feel more competent about their ability and who were successfully empowered or who have higher psychological empowerment should feel more satisfied about their work, be more committed to their works, have less intention to leave the organization, and show more positive performance.

Meanwhile, Conger and Kanungo (1988) stated that psychological empowerment is an empowerment to the managerial aspects, and only have a little impact on employee empowerment. Employee empowerment will give a sense of pride to the employees to be able to perform competently and to increase initiative at work.

The development and assessment of the concept of empowerment have drawn the interest of researches in the field of organization and human resources. Preliminary study about psychological empowerment was initiated by the development of cognitive theory by Bandura (1977), who introduced the concept of self-efficacy. The concept of self-efficacy identifies that individuals learn to become the part of and to influence a social group, to contribute by providing motivation, attitude, and action. Based on previous opinions, it can be concluded that psychological empowerment means giving responsibility and authority to the worker based on the interaction between human and work environment by considering the worker's meaning, competence, and self-determination.

Psychological empowerment refer to a set of psychological condition needed by an individual to get the feel of control in relation to the role of his work. In managerial practice which distributes power with employees at various levels, the psychological perspective is focused on how employees' experience or feel about their work. This perspective refers to empowerment as the employees' self-confidence about their roles in relation to the organization (Spreitzer, 2007). According to Spreitzer, psychological empowerment reflects an individual's active orientation towards the role of his work, which includes cognition that is formed by the work environment through a fixed personality attributes.

The indicators of psychological empowerment in this research refer to Conger and Kanurgo, (1998) which consist of: (1) a wider span of management and workers' control, (2) higher accessibility to organization information about mission and performance, (3) clarity of roles, (4) supporting organizational culture, (5) enrichment of work characteristics, (6) individual performance-based reward, (7) employees' sense of respect, (8) strong work relations, (9) bigger social and political support from subordinates, colleagues, superiors, and even customers, and (10) a leader who is accessible and trustworthy

#### **2.4. Meaningful of Work**

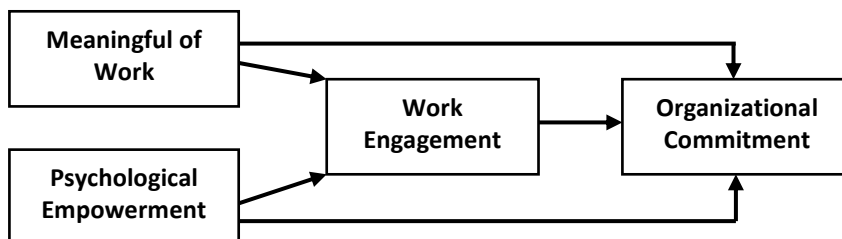
The meaningful refers to the extent of reasonable life emotionally, and the demand faced by workers means as something appropriate for someone to invest energy and commitment (Korotkov, 1998). When a worker experiences a meaningful life, either in the form of subjective experience on the existential meaning or in his life goals, he would focus the whole energy and attitude towards his works (Mei, *et al.*, 2004). When a worker sees work positively, he tends to get more emotionally involved in the organization which provides the work. The worker tends to be more accurate, cooperates more with others, and is willing to perform as expected. Managers who wish to improve employees' commitment must consider the importance of work design, and try to ensure that the tasks, and the condition where the tasks are done, will make working meaningful.

Available gauges for meaningful of work: (1) my work is personally meaningful for me; (2) the activity I do for this job is worthy (Mei *et al.*, 2004;. Spreitzer,1995); (3)

when I work, I feel as if I am alive (Fairly and Flatt, 2004); (4) my work is very significant and important in a wider scheme (Rafferty and Restubog, 2011), and the work that I do relates with what I consider important in my life (Arnold, Turner, Kelloway, and McKee, 2007). These steps have produced findings which show that meaningful of work is a significant variable in understanding motivation and prosperity at the workplace.

### 3. **Research Framework and Hypotheses**

Geldenhuis, *et al.*, (2014) in their research found that meaningful of work offers significant positive effect on job engagement and organizational commitment. Meanwhile, Dashgarzadeh and SaremiRad (2010) in their research found that psychological empowerment offers significant positive effect on organizational commitment. Seibert, *et al.*, (2011) found that psychological empowerment offers significant positive effect on organizational empowerment. Therefore, this research will analyze the correlation between meaningful of work, psychological empowerment, job engagement and organizational commitment. The research framework can be seen in Picture 1.



**Picture 1**  
**Research Framework**

Hypotheses proposed in this research are:

1. Meaningful of work offers significant positive effect on organizational commitment.
2. Psychological empowerment offers significant positive effect on organizational commitment.

3. Meaningful of work offers significant positive effect on organizational commitment mediated by job engagement.
4. Psychological empowerment offers significant positive effect on organizational commitment mediated by job engagement.

#### **4. Research Method**

##### **4.1 Research Design**

Correlational research is the type of research which studies the correlation between two variables or more, that is, how much a variation in one variable correlates with variations in other variables. The population of this research is all employee at the hospitals in Yogyakarta city, Indonesia with the number of samples listed in Table 1.

**Table 1**  
**Research Samples**

<b>No</b>	<b>Hospital Names</b>	<b>Number of Samples</b>
1	Local Government's General Hospital	42
2	Bethesda Hospital	32
3	Muhammadiyah General Hospital	28
4	Hidayatullah Hospital	25

##### **4.2 Data Analysis**

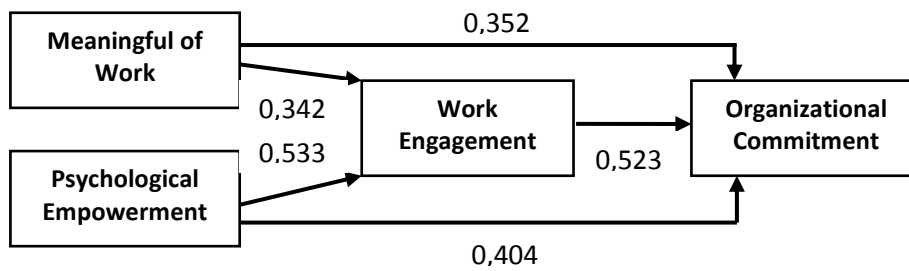
Path Analysis is used to analyze the causal relations between variables (causal model) that has been previously set based on the theory (Ghozali, 2011). Path analysis is a multivariate method (involving more than one dependent variables) which can be used to estimate the direct effect, indirect effect, and total effect among several variables (Ghozali, 2011).

#### **5. Results and Discussion**

##### **5.1 Results**

The results of path analysis can be seen in Picture 2





**Picture 2**

### Analysis Results

Berdasar hasil analisis jalur yang ditunjukkan pada Gambar 2, maka dapat diperhitungkan pengaruh langsung, pengaruh tidak langsung dan pengaruh total yang dapat dilihat pada Tabel 2.

**Tabel 2**  
**Pengaruh Langsung, Pengaruh Tidak Langsung, dan Total Pengaruh**

	Inter-Variable Effect	Direct Effect	Indirect Effect	Total Effect
1	Meaningful of Work on Organizational Commitment	<b>0.352</b>	-	<b>0.352</b>
2	Psychological Empowerment on Organizational Commitment	<b>0.404</b>	-	<b>0.404</b>
3	Meaningful of work on Organizational Commitment mediated by Job engagement	<b>0.352</b>	<b>0.184</b> <b>(0.352x0.523)</b>	<b>0.536</b>
2	Psychological Empowerment on Organizational Commitment Mediated by Job engagement	<b>0.404</b>	<b>0.279</b> <b>(0.404x0.523)</b>	<b>0.683</b>

Source, Primary Data, Processed 2016

Table 2 shows that:

1. Meaningful of Work offers significant positive effect on organizational commitment, therefore, when there is an increase in Meaningful of Work, there will be a significant increase in organizational commitment.
2. Psychological Empowerment offers significant positive effect on organizational commitment; therefore, when there is an increase in Psychological Empowerment, there will be a significant increase in organizational commitment.
3. Job engagement offers significant positive effect on organizational commitment; therefore, when there is an increase in Job engagement, there will be a significant

increase in organizational commitment, because of the indirect effect mediated by Job engagement, Organizational Commitment will be greater.

4. Job engagement mediates the effect of Psychological Empowerment on Organizational Commitment, which means that when there is an increase in Job engagement, there will be a significant increase in organizational commitment, because of the indirect effect mediated by Job engagement, Organizational Commitment will be greater.

## **5.2. Discussion**

Meaningful of Work offers significant positive effect on organizational commitment, therefore, when there is an increase in Meaningful of Work, there will be a significant increase in organizational commitment. Organization must try to increase Meaningful of Work by providing meaningful work for the employees in the organization, aside from appreciating every work shown by the employees. By offering appropriate appreciation, employees will be motivated in every work. All working employee is considered as essential for the organization in the efforts to achieve goals. This research supports the study conducted by Geldenhuys, *et.al.*, (2014) which stated that Meaningful of Work can increase organizational commitment. Employees who understand that their work is meaningful to them will be willing to bear responsibility on the work assigned by the company.

Psychological empowerment offers significant positive effect on organizational commitment; therefore, when there is an increase in Meaningful of Work, there will be a significant increase in organizational commitment. The organization must psychologically empower every employee so that they are encouraged to increase the organizational commitment. The strategic step in empowering the employees can be taken by providing freedom in working, even though still under the management's control. Higher accessibility to organizational information about mission and performance becomes essential for every employee. Therefore, employees must have clarity about their roles and the organizational culture which supports employees' high performance. The organization must enrich the work characteristics so that employees develop a variety of skills which will support the achievement of organizational performance. The incentive is given based on individual performance; this will motivate employees to show higher performance,

every work performed is appreciated by the organization. Strong work relations, high social political support from subordinates, colleagues, superiors and even customers will increase organizational commitment, moreover, superiors who are close to the employees will increase trust in the organization. This research supports the study conducted by Chiang dan Hsieh, 2012; Dashgarzadeh and SaremiRad,. 2010; Moura, Daniel, Ramos Saul, 2014.

Job engagement plays a role in mediating the effect of Meaningful of Work and psychological empowerment on organizational commitment. Employees who feel involved in the organization will bear higher responsibility, and therefore will contribute more in achieving organizational goals. Employee involvement can be in the form of physical, mental, or emotional involvement, employees will be highly spirited and dedicated, and they will have high absorption towards organization. This research supports the study by Geldenhuys, *et. al.*, 2014; Chiang and Hsieh, 2012; Dashgarzadeh and SaremiRad, 2010; Moura, Daniel, RamosSaul, 2014.

## **5. Conclusion**

Based on the data analysis and discussion above, it can be concluded that:

1. Meaningful of Work offers significant positive effect on organizational commitment.
2. Psychological Empowerment offers significant positive effect on organizational commitment.
3. Job engagement mediates the effect of Meaningful of Work on Organizational Commitment.
4. Job engagement mediates the effect of Psychological Empowerment on Organizational Commitment.

## **6. Research Limitation**

This research has limitations; among others is the population which is limited to only hospitals in Yogyakarta city, whereas the Province of Yogyakarta Special Region has four regencies and one municipality. The data collected were momentary; therefore,

longitudinal data would offer an advantage for the research. The next researches can fill the gaps of other relevant variables so that a more complete discussion would be achieved.

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