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# The Influence of Psychological Empowerment on Work Engagement with The Mediating Role of Organizational Commitment in Wera Community Health Center Employees

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## ABSTRACT

This research aims to analyze the effect of psychological empowerment on work engagement with organizational commitment as a mediating variable. The method used in this research is a quantitative method with a survey approach. Data was collected from 99 employees of the Wera District Health Center, Bima Regency, taken from the entire population using a saturated sampling technique. Data analysis was carried out using SmartPLS to test the relationship between the variables studied. The research results show that psychological empowerment positively and significantly affects work engagement. In addition, organizational commitment has been shown to mediate between work engagement and psychological empowerment. These findings indicate that employee psychological empowerment can increase work engagement and organizational commitment. This research shows that organizational leaders need to prioritize employee psychological empowerment as part of a strategy to increase work engagement. Training and development programs centered on psychological empowerment and organizational commitment can be effective interventions. The next research is to conduct a longitudinal study to observe how psychological empowerment impacts work engagement over time. Additionally, expanding the sample size and examining other factors that may influence work engagement could provide a more comprehensive understanding of these dynamics across various organizational contexts.

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## 1. INTRODUCTION

Community Health Center is the spearhead of health services in Indonesia which functions to provide first-level health services to the community. As a frontline health institution, Puskesmas plays an important role in achieving optimal public health status. The performance and motivation of Puskesmas employees greatly affect the quality of services provided to the community [1].

The performance and motivation of Community Health Center employees greatly affect the quality of services provided to the community. Motivated and well-performing employees will be better able to provide fast, precise, and friendly health services, thereby increasing public trust and satisfaction with health services [2]. Therefore, it is important to ensure that health center employees are psychologically empowered and supported by a positive work environment so that they can contribute maximally to achieving optimal public health goals.

Work engagement refers to an employee's level of dependence, enthusiasm, and dedication to his or her job. Employees who are emotionally attached to their jobs tend to perform better, have low absenteeism, and contribute positively to the organization [3]. In the health sector, job attachment is crucial because it is directly related to the quality of health services provided to patients [4].

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The process of increasing employee self-confidence is known as psychological empowerment, autonomy, and competence through increased control over their work [5]. This empowerment includes four main dimensions: job meaning, competence, autonomy (self-determination), and impact. Employees who feel psychologically empowered tend to be more motivated and attached to their work, as they feel they have a contribution and control over their work outcomes [6]. Empowered employees are more likely to demonstrate higher levels of job satisfaction and engagement, which ultimately leads to improved performance and productivity within the organization [7].

Organizational commitment refers to the level of identification and involvement of employees with their organization. It consists of three components: affective commitment, continuance commitment, and normative commitment [8]. Employees with high organizational commitment tend to show greater loyalty and dedication to the organization, which in turn can increase their job attachment [9]. The study emphasizes the importance of organizational commitment in predicting various employee behaviors and organizational effectiveness, highlighting its significance in fostering a positive work environment and improving overall performance.

The relationship between psychological empowerment, work engagement, and organizational commitment is an important aspect of human resource management that is interrelated and mutually reinforcing. Psychological empowerment refers to the increased sense of control, competence, and meaning in work experienced by employees [10]. When employees feel empowered, they tend to be more confident and motivated to take initiative and innovate in their work [11]. This increased work engagement, in turn, contributes to organizational commitment, as employees become more dedicated and connected to their work and the organization, driving a mutually reinforcing cycle of employee engagement and organizational success [12].

High job engagement acts as a link between psychological empowerment and organizational commitment. Engaged employees tend to feel more satisfied with their jobs and more committed to the organization. Organizational commitment is the level of employees' loyalty to the company and their willingness to work hard to achieve organizational goals [13]. Employees who feel empowered and emotionally engaged will develop stronger bonds with their organization, increase loyalty, and reduce the desire to leave the company [14]. Research shows that high organizational commitment contributes to workforce stability, increased productivity, and achievement of long-term strategic goals. Overall, psychological empowerment facilitates work attachment, which in turn increases organizational commitment. This relationship creates a positive cycle that strengthens employee loyalty and productivity and supports overall organizational success [15].

Research has shown that psychological empowerment can improve work engagement through increased organizational commitment [15]. Employees who feel psychologically empowered tend to be more committed to the organization because they feel valued and have control over their work [16]. This high commitment then mediates the relationship between psychological empowerment and work engagement, resulting in more engaged and productive employees [17]. In the context of PHC, understanding how psychological empowerment affects work engagement mediated by organizational commitment is critical to improving performance and service quality [18]. Health center employees who feel empowered and highly committed will be more likely to provide the best service to the community, which in turn will improve overall public health [19].

This research investigates how psychological empowerment impacts work engagement mediated by organizational commitment in Puskesmas employees. Thus, the results of this study are expected to provide useful insights for PHC management in developing strategies to empower employees and increase their attachment and commitment to the organization. This study contributes to a better understanding of the dynamics of psychological empowerment, organizational commitment, and work engagement, and provides practical recommendations to improve performance and quality of service at Puskesmas.

## 2. RESEARCH METHOD

A quantitative approach was used in this study, which used the SEM-SmartPLS analysis tool. Quantitative research according to [20], quantitative research is a scientific method whose data is in the form of a questionnaire or numbers that can be processed and analyzed using mathematical or statistical calculations. Smart-PLS analysis consists of three stages: Outer Model Analysis (to test the validity and reliability of research instruments), Inner Model Analysis (to measure the relationship between variables), and Hypothesis Testing (to ensure the existence and significance of projected relationships between independent, mediating, and dependent variables).

The population in this study includes all employees who work at the Wera sub-district health center, totaling 99 employees. Primary data was collected using a questionnaire designed to measure three main variables: psychological empowerment (independent variable), work engagement (dependent variable), and organizational commitment (mediating variable). This questionnaire was distributed online via Google Forms to facilitate data collection and contains several statements designed to measure each variable. All employees of the Wera District Health Center, Bima Regency, meet the quota. Since the sample size is equal to the population size, if the population size is less than 100, the saturated total sampling method is used.

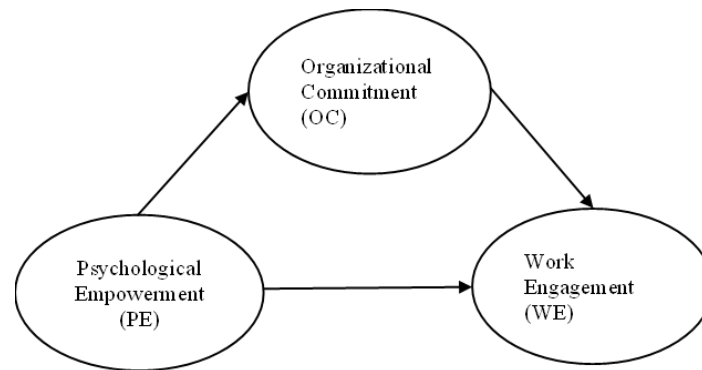


Figure 1. Conceptual framework the influence of psychological empowerment on work engagement is mediated by organizational commitment

This research develops the following hypothesis:

- Psychological empowerment has a positive effect on work engagement
- Psychological empowerment has a positive effect on organizational commitment
- Organizational commitment has a positive effect on work engagement
- Organizational commitment mediates the relationship between psychological empowerment and work engagement

### 3. RESULTS AND ANALYSIS

#### 3.1. Tests of Validity

##### 3.1.1. Convergent Validity

The Average Variance Extracted (AVE) value, shown for each construct, is used to test convergent validity. A construct is valid if it has an AVE value of more than 0.05.

Table 1. Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Work Engagement (WE)	0,793
Organizational Commitment (OC)	0,846
Psychological Empowerment (PE)	0,786

Source: using smartPLS to handle primary data (2024)

Table 1. shows that each variable has an AVE greater than 0.5. The AVE value for these variables is 0.793 for work engagement, 0.846 for organizational commitment, and 0.786 for psychological empowerment. An AVE value greater than 0.5 indicates that the convergent validity of this research is acceptable.

##### 3.1.2. Discriminant Validity

Table 2. displays the Fornell Larcker criterion values and cross-loading values between items for each construct, which are used to evaluate discriminant validity. The Fornell Larcker criterion value shows the square root of AVE which has the highest correlation with other constructs, and the cross-loading value between items is also used to evaluate discriminant validity.

Tabel 2. Fornell Larcker

	WE	OC	PE
WE	0,891		
OC	0,729	0,920	
PE	0,607	0,437	0,887

Source: using smartPLS to handle primary data (2024)

#### 3.2. Reliability Tests

The next stage is to test the reliability which this test is measured by composite reliability and Cronbach's alpha which in this case is to prove the reliability and relationship of the indicators with the indicator variables under study. Table 3 shows the results of the reliability test as measured by composite reliability.

Table 3. Composite reliability

	Cronbach's Alpha	Composite Reliability
WE	0,971	0,975
OC	0,963	0,970
PE	0,966	0,971

Source: using smartPLS to handle primary data (2024)

Table 3. If the construct composite reliability value is more than 0.7 and the Cronbach alpha value is more than 0.60, the construct will be declared reliable. The reliability test results show that each variable has good composite reliability and a Cronbach's alpha value with an average of more than 0.90. Therefore, it can be concluded that the instrument indicators have good reliability.

### 3.3. Test Model

Model goodness of fit testing is used to test structural models or hypothesis testing in SEM-PLS to ensure that the research model has a good predictive relationship. This test validates the combined performance of the measurement model and the structural model; An SRMR value of less than 0.08 indicates that the model is fit, while a higher value indicates that the model is less fit [21].

#### 3.3.1. SRMR Value

Model goodness of fit testing is used to ensure that the research model has good predictive relevance; SRMR values of less than 0.80 or less than 0.12 indicate good fit, while higher SRMR values indicate poorer fit [21].

Table 4. SRMR Value

	Saturated Model	Estimated Model
SRMR	0,061	0,061
d_UIS	1,213	1,213
d_G	2,566	2,566
Chi-Square	1079,666	1079,666
NFI	0,742	0,742

Source: using smartPLS to handle primary data (2024)

Table 4. shows that the SRMR value is less than 0.8 and the SRMR value obtained is 0.061. Therefore, the combined performance evaluation of the measurement model and structural model used in this study was carried out well.

#### 3.3.2. R-square value

R-square analysis to determine the goodness of the structural equation model, the greater the R-square value, the stronger the exogenous variables can explain the endogenous variables so the better the structural equation.

Tabel 5. R-Square Value

	R Square	R Square Adjusted
WE	0,634	0,626
OC	0,191	0,182

Source: using smartPLS to handle primary data (2024)

Table 5. shows the R-squared work engagement (WE) value of 0.634. This explains that the work engagement variable can be explained by psychological empowerment (PE) of 62.4% and the rest can be explained by other variables that were not considered in this research. The R-squared value of the organizational commitment variable (OC) is 0.191. It is said that 19.1% of the organizational commitment variable can be explained by psychological empowerment, and the rest can be explained by other variables that were not considered in this research.

#### 3.3.3. Path Analysis (Hypothesis Test)

A model that describes how each manifest variable in the form of an indicator or instrument relates to its latent variable is called out-of-model analysis, also known as a measurement model. Carried out to determine

the credibility and validity of the data collected. The results of the smartPLS analysis show that the outer addition value for each question item is more than 0.7, which shows that the question item data can be validated.

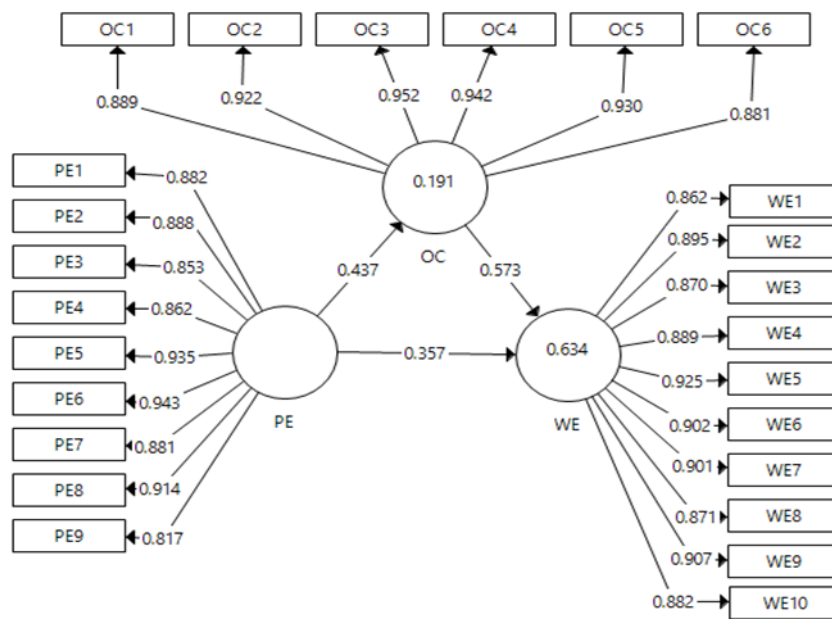


Figure 2. Path diagram of psychological empowerment on work engagement is mediated by organizational commitment.

### 3.4. Hypothesis Test

After all models can be confirmed to be good enough, hypothesis testing will then be carried out. Hypothesis testing is shown in Table 6.

Tabel 6. Hypothesis test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
PE -> WE	0,357	0,369	0,111	3,220	0,001
PE ->OC	0,437	0,437	0,125	3,493	0,001
OC -> WE	0,573	0,558	0,100	5,724	0,000
PE -> OC -> WE	0,250	0,242	0,078	3,201	0,001

Source: using smartPLS to handle primary data (2024)

Table 6. can be concluded that all hypotheses are accepted because each hypothesis value has a t-statistic of more than 1.96 and a p-value of less than 0.05. Bootstrapping results in Table 7. It has shown that the most significant effect occurs in the organizational commitment variable on job attachment, with a p-value of 0.000 and a t-statistic of 5.724. Below will explain the relationship between each variable including:

- Psychological empowerment has a positive effect on work engagement which is indicated by an original sample of 0.357 and a p-value of 0.001 (<0.05) with a t-statistic value of 3.220.
- Psychological empowerment on organizational commitment has a positive influence with an original sample of 0.437 and a p-value of 0.001 (<0.05) with a t-statistic value of 3.493.
- Organizational commitment has a positive effect on work engagement with an original sample value of 0.573 and a p-value of 0.000 (<0.05) with a t-statistic value of 5.724.
- The effect of psychological empowerment on work engagement through organizational commitment has an original sample of 0.250 and a p-value of 0.001 (<0.05) with a t-statistic value of 3.201.

### 3.5. Discussion

#### 3.5.1. The Effect of Psychological Empowerment on Work Engagement

Hypothesis one (H1) indicates that psychological empowerment has a positive effect on work engagement; in other words, if community health center employees receive good psychological empowerment, their work engagement will increase. These results support research that states that psychological empowerment has a significant influence on employee work engagement [18]. When employees feel psychologically empowered, they tend to feel an increase in their sense of competence, autonomy, and meaning of their work. These feelings trigger increased emotional and mental engagement in their work [6]. Studies

show that employees who feel empowered have higher levels of work engagement because they feel valued and able to contribute significantly to organizational goals. This not only increases their intrinsic motivation but also reduces their chances of experiencing job burnout [15].

Furthermore, psychological empowerment creates a more supportive and collaborative work environment, which is important for sustainable work engagement [22]. Empowered employees feel they have more control over their work and are better equipped to take on challenges, which in turn increases job satisfaction and loyalty to the organization [23]. It also encourages them to engage more proactively in organizational initiatives, innovation, and decision-making, thus improving overall performance and team effectiveness [24]. Therefore, psychological empowerment not only improves individual employee well-being but also has a positive impact on work culture and overall organizational productivity [25]. Empowerment not only benefits employees but also contributes significantly to overall organizational productivity and performance highlighting driving success and fostering a thriving work environment [26].

### **3.5.2. The Effect of Psychological Empowerment on Organizational Commitment**

Hypothesis two (H2) states that psychological empowerment has a positive impact on organizational commitment; in other words, community health center employees who have a higher level of psychological empowerment will be more committed. These results support research that states that psychological empowerment has a significant influence on employee organizational commitment [7]. When employees feel psychologically empowered, they feel a higher level of control over their work, which increases their sense of responsibility and engagement in daily tasks. This empowerment includes dimensions such as a sense of meaning in work, competence, autonomy, and impact, all of which contribute to an increase in employees' positive perceptions of their role in the organization [22]. This opinion is in line with research conducted, which states that when employees feel that their work is meaningful and they can carry out tasks well, they tend to be more committed to staying with the organization and working towards common goals [27].

In addition, psychological empowerment creates a more supportive and motivating work environment, which strengthens employees' emotional ties with the organization [22]. By giving employees more control and autonomy, they feel more valued and recognized by the organization, which increases their job satisfaction and loyalty. This sense of being valued leads to higher affective commitment, where employees feel emotionally attached to the organization and want to contribute to its success [28]. Psychological empowerment also helps reduce stress levels and burnout, which are often the cause of low organizational commitment. Thus, employees who feel empowered tend to be more committed to staying in the organization and demonstrate higher performance [29].

### **3.5.3. The Influence of Organizational Commitment on Work Engagement**

Hypothesis three (H3) states that organizational commitment has a positive effect on the work engagement of community health center employees. This means that the higher the organizational commitment, the higher the work engagement of community health center employees. These results are in line with research which states that organizational commitment has a significant influence on employee work engagement [30]. It is further explained that organizational commitment refers to the extent to which employees feel emotionally, normatively, and continuously bound to the organization where they work. When employees have a high commitment to the organization, they tend to show higher levels of work engagement. According to [8], committed employees feel a strong emotional bond with the organization, feel involved in the organization's goals and values, and have a strong desire to contribute positively. This increases their intrinsic motivation, making them more energetic, enthusiastic, and focused in their daily work.

In addition, high organizational commitment creates a stable and supportive work environment, which encourages further job attachment [9]. Employees who feel attached to the organization are more likely to feel higher job satisfaction and have a sense of security in their position. They feel valued and have a clear future in the organization, which strengthens their dedication and desire to give their best effort [31]. Organizational commitment also encourages employees to be more involved in team collaboration and organizational initiatives, increasing their feelings of involvement and contribution to organizational success. Thus, strong organizational commitment is an important basis for achieving high levels of work engagement among employees [32].

### **3.5.4. The Mediating Role of Organizational Commitment Between the Influence of Psychological Empowerment on Work Engagement**

Hypothesis four (H4) states that organizational commitment can mediate the relationship between psychological support and job continuity. In other words, the relationship between psychological empowerment and other work of community health center employees is strengthened by organizational commitment. Psychological empowerment, which involves providing the autonomy, responsibility, and support needed for employees to feel empowered and valued in the context of their work, has a relationship to work engagement and organizational commitment [15]. First, psychological empowerment allows employees to feel they have greater control over their work. By having autonomy in decision-making and task execution, employees feel more directly involved in their work process. This not only increases intrinsic motivation but also creates a

sense of emotional attachment to the job and organization [22]. Employees who feel they have control over their work tend to be more committed to achieving good results, as they see their work as part of their identity and values [33].

Furthermore, psychological empowerment also affects employees' organizational commitment [10]. When organizations provide support, recognition, and opportunities for personal and professional development, employees feel valued and cared for. This creates an emotional and moral bond between the employee and the organization, which is referred to as organizational commitment [34]. Employees who feel engaged in a supportive work environment tend to view the organization as a partner in achieving their goals, not just a place to work. They are more likely to stay in the long term and actively contribute to the success of the organization [35]. Thus, psychological empowerment not only increases individual work engagement but also strengthens the relationship between employees and the organization through increased commitment.

#### 4. CONCLUSION

The results of this study indicate that psychological empowerment has a significant positive influence on the work engagement of community health center employees. Good psychological empowerment increases feelings of self-confidence, autonomy, and meaning in work, which in turn increases employee work engagement. These findings indicate that when employees feel more empowered in their work, they tend to be more engaged, enthusiastic, and dedicated to their daily tasks. In addition, this study revealed that organizational commitment plays an important mediating role in the relationship between psychological empowerment and work engagement. High organizational commitment, resulting from psychological empowerment, contributes significantly to increased work engagement. Thus, an effective empowerment strategy not only increases work engagement directly but also through increasing employee commitment to the organization. The practical implications of these findings highlight the importance for organizations to adopt policies and programs that support psychological empowerment to create a more positive and productive work environment.

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