

## Psychological Empowerment Enthusiastic and Organisational Commitment: Measurement and Validation

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**Abstract:** This research aims to investigate the relationship between Psychological Empowerment (PE) and Organisational Commitment (OC) among nurses in Hospital Universiti Sains Malaysia Kubang Kerian Kelantan. Psychological empowerment dimensions refer as a meaning, competence, self-determination and impact are the independent variables. The objectives of this studies is to determine the relationship between meaningfulness of the work and organisation commitment among nurses in Hospital Universiti Sains Malaysia Kubang Kerian Kelantan, to determine relationship between competence of the work and organisational commitment among nurses in Hospital Universiti Sains Malaysia Kubang Kerian in Kelantan, to determine the relationship between self-determination of the work and organisational commitment among nurses in Hospital Universiti Sains Malaysia Kubang Kerian in Kelantan and to determine relationship between impact of the work and organisational commitment among nurses in nurses in Hospital Universiti Sains Malaysia Kubang Kerian in Kelantan. A total of hundred fifty questionnaires were distributed to all nurses in order to collect the data and the questionnaire from “Psychological Empowerment” was adapted from Spreitzer and for organisational commitment questionnaire adapted by Mowday had been used. Four hypotheses were developed and tested using regression analysis assisted by Statistical Package for Social Science (SPSS). The findings of this study indicated that when the nurses feel empowered by giving them autonomy, freedom and opportunity in determining how they do their job, they will be more committed to their hospital and put the best effort to ensure the sustainability of the organisation.

**Key words:** Psychological empowerment, organisational commitment, self-determination, hospital, Universiti Sains Malaysia, Kelantan

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### INTRODUCTION

Organisations need efficient and committed staff to run themselves in ever-changing environments. No sense of belonging to the organisation and lack of sufficient accuracy to perform the duties from employees' side could create a big problem in such organisations. Most organisations are trying to match employee's flexibility and commitment known as compatibility between individuals and organisation. Newstrom (2007) defined organisational commitment as the degree to which an employee identifies with the organisation and wants to continue actively participating in it. Iqbal (2010) noted that organisations are a complex and made up from a numbers of divisions, each with their own agendas and goals. Commitment can therefore be directed towards specific aspects of a person's job such as department, the location and trade unions (Mathewman *et al.*, 2009). Job

attitudes or organisational commitment are important predictors (Adriaenssens *et al.*, 2015; Li *et al.*, 2014; Duffield *et al.*, 2014) of workplace outcomes such as turnover, tardiness, absenteeism and performance. Seemingly, commitment influences employee's efforts which in turn, affect their routine. In the aggregate, strong positive relationships have been found between organisational commitment and desirable work outcomes such as performance, adaptability and job satisfaction (Angle and Perry, 1983). Meyer and Allen (1997) found three-component model consisted of continuance, normative commitment and affective commitment. All three factors were presumed to increase a member's likelihood to remain with an organisation but the reasons for doing so were differ, thus there is distinction between the factors. Organisations can increase employee commitment by providing them with fair and reasonable working practices in a rather

cost-effective way (Ghafouri and Golparvar, 2010). To stay committed, employees should feel valued and recognised by management.

Empowerment has been defined in a few ways, however some authors highlights the main thing of the empowerment is compromising that give employees the maximum training to make them involve in the task given (Mirzaiefar, 2014). Employee empowerment takes place through sharing information, autonomy in making decisions and improving intellectual capacity (Mitchell, 2016; Namasivayam *et al.*, 2014). An employee with an empowered state of mind experiences feelings of control over the job to be performed, awareness of the context in which the work is performed, accountability for personal work output, shared responsibility for unit and organisational performance and equity in the rewards based on individual and collective performance. Hence, organisation commitment identify as a psychological attachment to the organisational commitment. Ghafouri and Golparvar (2010) posited that organisational commitment in three understanding keeping faith in organisation and accepting its goals, values and fulfill the mission, rise up to struggle for organisation and wishing for remaining as a member of on organisation. Organisational Commitment (OC) also can be defined as view toward employee's attachment to organisation and it is a constant process which indicates the contribution of individuals in organisation (Bugra, 2016; Dias and Silva, 2016). The main purpose of this study is to investigate the relationship between psychological empowerment meaningfulness, competence, self-determination, impact and organisational commitment. No sense of belonging to the organisation and lack of sufficient accuracy to perform the duties from employees' side is a big problem facing by organisations. Even if opportunities are unavailable or unattractive, employee may emotionally or mentally withdraw from the organisation, leading to increased absenteeism and lowered enthusiasm and effort on the job (Lambert, 2000). He says that employee turnover increase in organisation where there is no empowerment and causing stress among employees. Empowered employees are more motivated as compared to those who just follow the given lines. Employee empowerment creates sense of belonging and ownership towards organisation. Employee empowerment offers the organisation a more participative and democratic sense of management. Thus, new business methods and procedures developed and business-related problems can be solved much easier through knowing the strategy of empowerment. Due to the fact that employee empowerment underlies business strategy, it should be developed and implemented in every organisation. In this

era of globalisation, the idea of empowering the lower levels of management is being given great attention. In order for the organisation to respond quickly to any environmental change, there is a need for management to know employee empowerment and its relationship with organisational commitment. Therefore, the purpose this study was addressed by answering the following questions:

- To determine the relationship between meaningfulness of the work and organisational commitment among nurses in Hospital Universiti Sains Malaysia Kubang Kerian in Kelantan
- To determine relationship between competence of the work and organisational commitment among nurses in Hospital Universiti Sains Malaysia Kubang Kerian in Kelantan
- To determine the relationship between self-determination of work and organisational commitment among nurses in Hospital Universiti Sains Malaysia Kubang Kerian in Kelantan
- To determine relationship between impact of the work and organisational commitment among nurses in Hospital Universiti Sains Malaysia Kubang Kerian in Kelantan

However, the results of this study generate hypotheses that need to be further addressed.

- H<sub>1</sub>: there is relationship between meaningfulness of the work and organisational commitment among nurses in Universiti Sains Malaysia Kubang Kerian Kelantan
- H<sub>2</sub>: there is relationship between competence of the work and organisational commitment among nurses in Universiti Sains Malaysia Kubang Kerian Kelantan
- H<sub>3</sub>: there is relationship between self-determination of the work and organisational commitment among nurses Universiti Sains Malaysia Kubang Kerian Kelantan
- H<sub>4</sub>: there is relationship between impact of the work and organisational commitment among nurses Universiti Sains Malaysia Kubang Kerian Kelantan

**Literature review:** Recent study by Spreitzer (2007), reviewing Hackman and Oldham (1980) identified that those four dimensions in Psychological Empowerment (PE) involves a fit between the needs of one's work role and one's beliefs, values and behaviors. According to Hackman and Oldham (1980), PE refers to a set of psychological states that are required for personnel's to feel an intelligence of control in relation to their research.

In addition. In addition, the researcher believes that perspective connected to empowerment as the personal method of life that workers should have about their role in relation to the organisation. Many scientists came up with their perceptions that empowerment (Mirzaiefar, 2014; Cunningham and Baldry, 1996) as design of a situation for individuals in which they feel they can control their destinies and can accomplish organisational and individual goals and as well as targets. In fact empowerment is a continuous and importunate process and is analyzed in an energetic environment in unusual levels. Preceding researchers Spreitzer (1997) urged that until 1990s, issues related to the entrustment of authority, allocation of decision-making power to lower-level employees and facilitating staff access to information as empowerment of human resources still occurs. After review of the literatures, two common perspectives of empowerment within a business circumstance have been emphasised which the relational perspective and the psychological perspective (Matthews *et al.*, 2003). Relational empowerment has been referred to in the literature as top-down dealing out as well as mechanistic (Quinn and Spreitzer, 1997; Wilkinson, 1998). In this viewpoint, Spreitzer (1995) analyzed that empowerment occurs when higher levels within a chaining power share the power and decentralized of decision-making authority and responsibility to the lower level employees. The relational perspective maintains that it is the implementation of new processes and the distribution of power that empower employees (Matthews *et al.*, 2003). However, management can create a circumstance for empowerment and employees must opt for to be empowered. Empowerment is not incredible that administration does to employees but an approach that employees have about their responsibility in the organisation and also a form of intrinsic motivation term psychological empowerment (Kesting *et al.*, 2016; Zhang and Bartol, 2010; Thomas and Velthouse, 1990).

According to Spreitzer (1995a, b) and Hackman and Oldham (1980) in their preceding studies, the four scopes of psychological empowerment are as follows, the first dimension is meaning which is involves a fit between the necessities of one's work role and one's beliefs, values and practices (Spreitzer, 2007a). Competence refers to self-efficacy or ability precise to one's work or capability in one's ability to perform work activities with skill (Spreitzer, 2007b). Researchers also discovered that the self-determination is a sense of choice in trying and prefer to adapt new environment or movement into another step, one's actions (Deci *et al.*, 1989). It related a sense of governess or decision over the initiation and maintenance of work behavior and processes making decisions about

work methods, swiftness, in addition to make an effort highlights by Spreitzer (2007a). Impact is the degree to which one can manipulate premeditated, managerial, or alternative in requesting endings at work (Spreitzer, 2007b).

As such, meaning reflects the extent to which an individual believes in and cares about labor goals and rationale. As stated by Liden *et al.* (2000), meaningfulness refers to the assessment of work goal or purpose. These studies demonstrate that psychological empowerment evokes organisational commitment because a meaningful job provides a suitable fit between the requirements and purposes of one's organisational work roles and one's personal value system. Furthermore, meaningfulness refers to the value of a work intention, judged in association with an individual's own ideals and principles. A sense of competence gives workers the belief that they are able to perform their work roles with skill and success, stimulating them to exert considerable effort on behalf of the organisation. Self-determination gives workers control over their work and voice in work-related decision processes, leading to enhanced involvement in the organisation having impact facilitates workers' possibilities to participate in shaping the organisational system in which they are embedded. Competence refers to feelings of self-efficacy or personal mastery that one is capable of successfully performing a task (Thomas and Velthouse, 1990)

Self-determination generally refers to as mores ethical standards are what the majority accepts as good and the way they behave without imposed rules and regulations (Nonnemacher and Bambara, 2011; Sheppard and Unsworth, 2010). Within the societal structure, sanctions are often imposed on those who fail to follow ethical standards and laws dictate consequences for those found guilty of unethical behaviors. According to Spreitzer (1997a) impact implies organisational involvement and reflects whether individuals feel that they are making a difference in their organisation. Impact implies a sense of progression towards a goal and individuals' belief that their actions are making a difference in their organisations which contributes to employee engagement. Impact refers to the degree to which an individual's work makes a difference in achieving the purpose of the task and the extent to which an individual believes he or she can influence organisational outcomes. A study done by Lambert (2000) added that commitment to an organisation represents loyalty to the organisation and desire for involvement in an organisation. Moreover, the definition of organisational commitment has been further refined and developed over the years. It has been extensively studied because of its status as a core job attitude

governing how employees attitudinally and behaviorally approach their works career. Studies indicate that high level of organisational commitment are associated with lower levels of absenteeism and turnover (Cohen, 2007, Mowday *et al.*, 1979) and may serve as a basis for committed action. Therefore, organisational commitment should be an important concern for organisational leadership.

Most of the preceding studies attempted to identify the linking between organisational commitment with work behavior including turnover (Porter *et al.*, 1974), absenteeism, job performance and intention to leave. A study done by Porter *et al.* (1974) reported that organisational commitment have significant link with psychiatric technician turnover. Organisational commitment level shows how long they tend to stay in the organisation. Lower commitment level among employee shows that they will leave the organisation soon. The commitment level among employee can be seen as a predictor whether the employee will stay longer or leave the organisation. Organisational commitment can be defined as an employee's tendency for staying in a particular organisation when he or she has the opportunity to change his or her job. It is the degree of the individual's beliefs in organisational targets, considerable attempts for the organisation and tendency for staying as a member of the organisation. Shafae believed that all organisations should have committed employees because high level of commitment results in lower costs and increasing efficiency. Nowadays, organisations need to pay special attention to their employees because experience has it that when material and external needs of employees are satisfied, their psychological and physiological or internal needs are also satisfied. Dissatisfaction of these needs reduces efficiency and effectiveness (productivity) of employees considerably and makes employees alienated and their tendencies for doing work are reduced.

**MATERIALS AND METHODS**

In this study, theoretical framework is designed based on the models adopted by previous studies. This study adopts and emphasises selected variables which to identify the factors that influence the psychological empowerment and organisational commitment. The Fig. 1 shows the framework used in this study.

The sample group was selected from Hospital Universiti Sains Malaysia Kubang Kerian Kelantan. The sample size of this study was 150 respondents among nurses from HUSM Kelantan to know how they contribute to the hospital. The respondents were selected by using simple random sampling. Moreover, two instruments were administered in this study which is primary and secondary data. For the primary data, 150 set of questionnaires with 7 likert scales, survey and sampling were implemented while the review and study from few journals and articles was used as secondary data. The questionnaire contained likert questions that range 1-7 which measured on psychological empowerment dimensions towards organisational commitment among nurses in HUSM Kelantan. The sampling will request according to gender were instructed to place a tick in front of which is agreed. The secondary data only based on some review of the related journal that found in the websites such as in scholar, Google and Universiti Malaysia Kelantan (UMK) library. Besides, other sources such as various computer database associations and different published sources like libraries archives and newspaper were used as secondary data. The construct was ranked from Strongly Disagree (SD) to Strongly Agree (SA) on seven point likert scale. Spreitzer (1995a) stated that psychological empowerment scale used to determine psychological empowerment in organisation. Therefore, 12 items of psychological empowerment has been adopted. Each dimension of psychological empowerment consists of three questions. The dimension

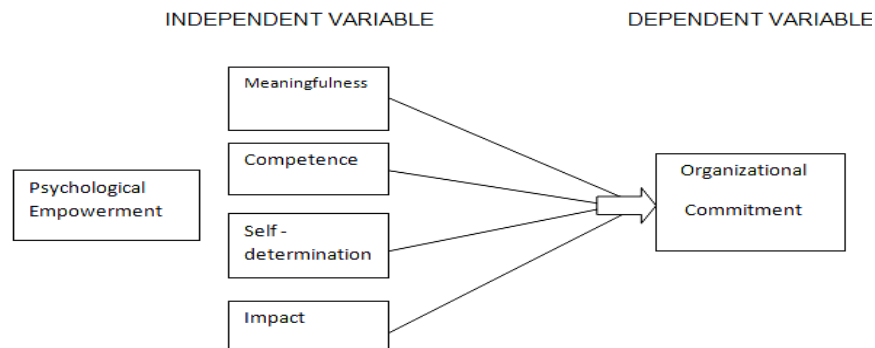


Fig. 1: Theoretical framework

Table 1: Correlation

Variables	OC	CM	SD	IM	MG
<b>Pearson correlation</b>					
OC	1.000	0.914	0.886	0.809	0.725
Competence	0.914	1.000	0.769	0.697	0.566
SD	0.886	0.769	1.000	0.838	0.767
Impact	0.809	0.697	0.838	1.000	0.693
MEANING	0.725	0.566	0.767	0.693	1.000
<b>Sig. (1-tailed)</b>					
OC	-	0.000	0.000	0.000	0.000
competence	0.000	-	0.000	0.000	0.000
SD	0.000	0.000	-	0.000	0.000
Impact	0.000	0.000	0.000	-	0.000
Meaning	0.000	0.000	0.000	0.000	-
<b>N</b>					
OC	111	111	111	111	111
Competence	111	111	111	111	111
SD	111	111	111	111	111
Impact	111	111	111	111	111
Meaning	111	111	111	111	111

Table 2: Summary of multiple regression analysis

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of the estimate	Change statistics				
					R <sup>2</sup> change	F-change	df1	df2	Sig. F-change
1	0.964 <sup>a</sup>	0.930	0.927	0.13386	0.930	349.596	4	106	0.000

Predictors: Constant, meaning, competence, impact, SD

of PE is meaningfulness, competence, self-determination and lastly impact. In the section of organisational commitment, questionnaire was developed by Mowday *et al.* (1982) and used to measure 15 items of organisational commitment. The construct also was using the same ranked. The both variables are used to research the relationship between each dimensions of independent variable (4) with the Dependent Variable (DV) upon data collection from the response given by the respondents. The respondents are required to answer on 7 likert scales statement to show how they might where 1-7.

## RESULTS AND DISCUSSION

The study has identified the important relationship between psychological empowerment enthusiastic towards organisation commitment among nurses in HUSM Kelantan

Based on the Table 1, meaningfulness, competence, self-determination and impact have high and moderate relationship among nurses towards organisational commitment because the correlation coefficient recorded as 0.725, 0.914, 0.886 and 0.809, respectively.

The result of model summary in Table 2 indicates that R<sup>2</sup> for this model is 0.930 assumes that 93.00 of this variation in the psychological empowerment enthusiastic towards organisational commitment. (dependent variable) can be explained by psychological dimensions such as meaningfulness, competence, self-determination and impact.

Table 3: ANOVA

Model	Sum of squares	df	Mean square	F	Sig.
Regression	25.057	4	6.264	349.596	0.000 <sup>b</sup>
Residual	1.899	106	0.018		
Total	26.956	110			

Dependent variable: OC, Predictors: Constant, meaning, competence, impact, SD

Table 4: Coefficients for multiple regressions

Model	Unstandardized coefficients (B)	SE	Standardized coefficients (β)	t-values	Sig.
Constant	0.632	0.356	-	1.775	0.079
Competence	1.263	0.092	0.564	13.788	0.000
SD	0.500	0.112	0.270	4.470	0.000
Impact	0.460	0.227	0.098	2.031	0.045
Meaning	0.457	0.141	0.132	3.232	0.002

Dependent variable: OC

Table 5: Hypotheses outcome

ID	Hypothesis description	Outcome
H <sub>1</sub>	There is significant relationship between meaningful and organisational commitment among nurses in HUSM	Accepted
H <sub>2</sub>	There is significant relationship between competence and organisational commitment among nurses in HUSM	Accepted
H <sub>3</sub>	There is significant relationship between self-determination and organisational commitment among nurses in HUSM	Accepted
H <sub>4</sub>	There is significant relationship between impact and organisational commitment among nurses in HUSM	Accepted

**Anova test:** In fact, Table 3 indicates that F-value needs to be analyzed. F-value is equal to 349.596 at (4) degree of freedom with p-value significant as at 0.000. (0.05). This means four dimensions from psychological empowerment

dimensions which are meaningfulness, competence, self-determination and impact together predict the percentage of psychological empowerment towards organisational commitment (Table 4).

Therefore, the discussions of the hypotheses testing explain the test results and outcome related to the four hypotheses shows in Table 5.

## CONCLUSION

From the research findings, the result of the correlation between meaningfulness towards organisational commitment among nurses in the value is 0.000 which is lower than 0.01. As such, this study concludes that there is a significant relationship between meaningfulness towards organisational commitment among nurses in HUSM Kelantan. According to Hair *et al.* (2006), the correlation value of 0.725 suggested as a high positive relationship between meaningfulness and organisational commitment towards the nurses. Most of nurses in HUSM, really satisfied with their work and they accepted that their work meaningful for them. This research is supported by Liden *et al.* (2000) said that the four empowerment dimensions, the strongest theoretical argument for positive relationship to job satisfaction was meaningfulness (Liden *et al.*, 2000). It was emphasised in the late 50s by Herzberg (1966) and Dewettinck *et al.* (2003) which is an important precondition of job satisfaction that the individual finds work personally meaningful. Besides the hypothesis result indicates the positive relationship between independent variable and dependent variable. The PE, meaningful dimension is one of the factors that affect nurses towards the organisation commitment.

Secondly, referring to competencies of the work, this study found that nurses' competency is having a very strong positive relation towards organisational commitment. The result indicates that the p-value is 0.000 which is <0.01. Hence, this study indicates there is significant relationship between competences towards organisational commitment among nurses in HUSM. According to Hair *et al.* (2006), the correlation value of 0.914 suggested very strong positive relationship between competences towards organisational commitment among nurses in HUSM. This study is supported by preceding researchers Spreitzer *et al.* (1997a) that competence reflects individuals' beliefs need to have the necessary skills and abilities to perform their work well. Nurse's ability is an important factor to contribute successes in HUSM.

Thirdly, in self-determination of the work, the finding indicates that self-determination is having a high positive

relationship between nurses towards organisational commitment. It had shown that that p-value is 0.000 which is <0.01. Thus, the research concludes that the self-determination has significant relationship between nurses towards organisational commitment. The correlation value of self-determination is 0.886, suggesting a high positive relationship between self-determination and nurses towards organisational in HUSM. Information that provided in self-determination is important dimension of PE which makes nurses, contributes towards organisation commitment. This research supported by (Spreitzer *et al.*, 1997b) that self-determination refers to a sense of freedom about how individuals do their work.

Finally, the result indicates that the impact of the work shows positive relationship between nurses towards organisational commitment. It shows that the p-value is 0.000 which is <0.01. Therefore, this study determines the Pearson correlation coefficient is recorded at significant and there is significant relationship between impacts towards organisational commitment among nurses in HUSM. According to Hair *et al.* (2006), the correlation value of 0.809 suggests high positive relationship between impact and organisational commitment towards nurses in HUSM. According to Spreitzer *et al.* (1997a) these researchers also supported this hypothesis and describe the impact as a belief that individuals can influence the system in which they are embedded. Quinn and Spreitzer (1997) state that impact is the accomplishment one feels in achieving goals. Employees fear and tend to avoid situations that they believe exceed their skills, whereas they get involved in activities and behave confidently when they judge themselves capable of handling situations that would otherwise be intimidating (Spreitzer *et al.*, 1997b).

In conclusion, the intention of this study was indicate the relationship between psychological empowerment and organisational commitment. Psychological empowerment (consisting of competence, meaning, impact and self-determination) predicted the employee commitment in a statistically significantly way. The results showed that affective organisational commitment had a main effect on four dimensions of psychological empowerment (meaningfulness, competence, meaning and impact) towards organisation commitment. The findings of this study can be instrumental for other organisations for arousing the feelings of commitment with organisation in employees. Organisational commitment is strength of any organisation. Psychological empowerment plays a significant role in committing employees with organisation. Perception of meaningful tasks, autonomy in work, feeling of skillfulness in performing tasks and

perception of impacting work outcomes in employees lead to high level of commitment of employees with organisation. It is a common phenomenon from the ages back that if you have to get something, you have to invest something. The management of HUSM Kubang Kerian Kelantan must provide such working environment in which employees not only feel psychologically empowered but also become satisfied with their job which will ultimately lead to high level of organisational commitment. This research emphasise better and clear understanding to the hospital on how they can influence and shape their nurses' attitudes by focusing on improving the right component of psychological empowerment in order to increase organisational commitment among employees. While carrying out this research, there were some other limitations that become barrier in completing the research process. First and foremost, the time constraint, the researcher having difficulties in finding the respondents that willing to answer the questionnaires as well as conducting the research in quantitative method. This is due to the lack of awareness among the nurses in helping students in completing the task. For example, most of them are really well experienced nurses but they still refused to be selected as respondents. Other than that, the limitation of study is the scope of the area conducted in this study. In fact, this study can expand from Kelantan HUSM to the whole hospital in Peninsular Malaysia and could involve more respondents to join and this may improve the validity and generalization towards the research findings.

Moreover, for more effective future research, it is beneficial to consider some other suggestions as this study have only provided a portion of idea on relationship between psychological empowerment and organisational commitment among employees. Future research could look into the extending of the study population. By expanding the study population example in various sectors in Malaysia, the data and the results of the research will be more effective. Another possible future direction of study is to use more different measure of empowerment. Moreover, to obtain more accurate information and feedback for this study, more research can be carried out using different techniques such as interviewing and incorporating qualitative research technologies.

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