

## The Effect of Transformational Leadership and Psychological Empowerment on Nurse Organizational Commitment Using Job Satisfaction Mediation at Level II Hospital

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### Abstract

The low organizational commitment of nurses in 5 Level II hospitals is one of the problems in realizing excellent health services. Based on theoretical studies, it is suspected that the hospital's transformational leadership and the level of empowerment nurses feel are factors causing low organizational commitment mediated by job satisfaction. This study aims to analyze and prove these causal factors as a model. The research method was carried out quantitatively using a purposive sampling technique to obtain data from 362 nurses based on a questionnaire using a Likert scale five instrument. Data processing using Amos' Structural Equation Model (SEM) yielded important findings that job satisfaction has a fully mediated role, so transformational leadership and psychological empowerment cannot directly influence organizational commitment but must mediate job satisfaction. An important finding from this study is that the characteristics of the work experience and age of the nurses influence psychological empowerment and transformational leadership. The higher the nurse's age and level of work experience, the more positive it will be to agree with the transformational leadership style of the head of the hospital and agree with the intention not to leave the organization. Therefore, organizations should pay special attention to nurses who are still lacking in experience and are relatively young to be given training related to career development. For further research, replacing or adding other exogenous variables such as organizational culture, abilities, and personality is suggested.

**Keywords:** *Organizational Commitment, Transformational Leadership, Psychological Empowerment, Job Satisfaction.*

### INTRODUCTION

Nurses are the staff who have the most contact or direct contact with patients, so it can be said that nurses are the main key in hospital services. The American Nurses Credentialing Center (ANCC) also believes that one of the key factors for hospital excellence is the commitment to service provided by nurses at the hospital. Similarly, the Council of Nursing (ICN) defined a nurse in 1965 as someone who has completed nursing education, meets the qualifications, and is permitted in the respective country to perform nursing services that are

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responsible for enhancing health, preventing disease, and caring for patients (Jin et al., 2020).

The spirit of nurses is a sort of organizational loyalty and willingness to work effectively for the organization where the person is employed, or organizational commitment. Therefore, to realize the philosophy and motto of Level II Hospital, it is indicated by the organizational commitment of employees, which in this case can be seen from the organizational commitment of nurses in Level II Hospital as the main key in service (Benkarim & Imbeau, 2021).

According to Colquitt, organizational commitment is defined as the desire of an employee to remain a member of the organization. According to him, there are three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment. Employees with strong affective commitment will continue to work with the organization because they want to do so. Continuance commitment relates to workers remaining in the organization because they feel they need the job as a financial continuation. Employees with high levels of normative commitment feel they must remain with the organization (Imamoglu et al., 2019).

One indication of high or low organizational commitment can be seen in employee absences for 12 months. High and low levels of absenteeism for a nurse can indicate the nurse's organizational commitment level. Employees who have a high commitment can also be seen from a high level of attendance. Based on this, it was concluded that to determine the level of organizational commitment of nurses in Level II Hospitals, it was by looking at the level of absenteeism of nurses for 12 months (Afsar et al., 2019).

Therefore the researchers collected data on nurse attendance in 2020 at 5 Level II Hospitals. The data obtained show that the average absentee level in the 5 Level II Hospitals is 86.4% which is still far from the target set by the organization, at least 97%. The level of achievement for each hospital's average attendance in 2020 is Level II Hospital dr. Esnawan Space, located in Jakarta, still reaches 89.4%, Level II Hospital dr. Salamun in Bandung reached 89.9%, Hospital Level II dr. Hassan Toto in Bogor reached 88.7%, Hospital Level II dr. Efram Madiun reached 75.2%, and Dody Sardjoto Hospital Level II reached 88.9%.

There is a phenomenon of absentee levels from the presence of nurses, but it is not sufficient to ensure its relation to the organizational commitment of nurses in Level II Hospitals. Based on these data, there is a phenomenon of low nurse absenteeism in Level II Hospitals. Referring to the opinion experts, the level of employee absences for 12 months identifies the level of employee commitment to the organization where they work (Lyman et al., 2022). Therefore, it can be indicated that the a low organizational commitment of nurses in Level II Hospitals. This is also in line with the opinions of other experts who state that a nurse's high and low levels of absenteeism can indicate a commitment to the nurse's organization (Ticharwa et al., 2019).

To further explore the phenomenon of low absenteeism, which is related to the level of organizational commitment of nurses at Level II Hospitals, the researchers conducted interviews with three nurses at each of the Level II Hospitals. The results of interviews with 15 nurses in the five Level II Hospitals showed that all nurses wanted to move to work in another organization whenever the opportunity arose. As many as 14 people (93.3%) stated that they had the desire to change jobs because they felt dissatisfied at work, and only one person (6.7%) stated that they wanted to change jobs because the workload was too high (Forsyth et al., 2022). Therefore it can be concluded that the phenomenon that occurs in Level II Hospitals is the low organizational commitment of nurses with the dimension of affective commitment (low emotional connection of members to the organization), continuance commitment (low desire of employees to remain in the organization based on the economic value of profit and loss), and normative commitment (employee's feelings to leave the organization because of pressure from others) (Saadatyar et al., 2020).

Based on the results of these interviews, job satisfaction is a factor contributing to nurses' low organizational commitment. This is consistent with Griffin's view that job happiness is essential for enhancing employee organizational commitment. Zhang has also demonstrated empirically that strong employee job satisfaction has a large and favorable effect on organizational commitment. Added by Colquitt that employees will be satisfied when they feel that their work is valued regarding Pay, Promotion, Supervision, Co-workers, and work assignments, and vice versa they will not be satisfied if these aspects are not fulfilled as expected (Wang et al., 2022).

Based on information obtained from 14 nurses who felt dissatisfied, six nurses (42.8%) stated that the leadership factor of the hospital head was not supportive, so it became the cause of their dissatisfaction at work. According to them, the current head of a hospital must be a role model who is trusted, motivates and inspires to achieve organizational goals, directs creativity and innovation to explore new ways of working and pays attention to every need of nurses, and acts as a mentor (Kvist et al., 2019). Referring to the opinion of Bass and Avolio, subordinates will feel trusted, appreciated, loyal, and respect their leaders if their leadership style has the ability to impact them in particular ways. A transformational leader, according to him, is one who prioritizes Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration (Yimam, 2022). Based on this, it can be concluded that the leadership of the head of the hospital in a Level II Hospital needed to increase the organizational commitment of nurses in a Level II Hospital is transformational leadership, with the dimensions of Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration (Singh, 2020).

While the other eight nurses (57.2%) stated that four aspects were not appreciated by the organization where they worked, namely low

appreciation for the work done, competencies that were not following organizational needs, lack of freedom in work, and felt they did not influence change or organizational improvement. According to Spreitzer, these four aspects are individual encouragement or psychological empowerment, which consists of 4 aspects: meaning, competence, self-determination, and impact (Helmy et al., 2019).

Thus it can be concluded that the leadership style of the head of the hospital and individual encouragement or psychological empowerment are factors causing nurse dissatisfaction at work which has an impact on low organizational commitment in Level II Hospitals. This is supported by the opinion of Mathew & Nair, who stated that in addition to superior support, encouragement from individuals, namely psychological empowerment, needs to be a concern of management in increasing employee job satisfaction (Saleh et al., 2022).

Organizational Behavior theory places organizational commitment as a variable in the individual outcomes element, psychological empowerment as a variable in the individual characteristics element, transformational leadership as a variable in the group mechanisms element, and job satisfaction as a mediating variable in the individual mechanisms element. Based on this theory, it can be assumed that the phenomena that occur in Level II Hospitals related to low organizational commitment are influenced by Transformational Leadership and Psychological Empowerment through Job Satisfaction mediation (Schermuly & Meyer, 2020).

This is in line with previous researchers who concluded that psychological empowerment could positively and significantly influence organizational commitment. Likewise, Nikpour concluded that psychological empowerment is needed to increase job satisfaction and, at the same time, can also increase organizational commitment because psychological empowerment has a direct positive effect on organizational commitment and is partly mediated through job satisfaction (Gong et al., 2020). This is in line with other researchers who also prove that psychological empowerment has a direct positive and significant effect on organizational commitment and is partially mediated through job satisfaction. The results of this study are also supported by other researchers who prove that Psychological Empowerment has a direct and positive effect on Organizational Commitment and is partially mediated through Job Satisfaction (Qing et al., 2020).

Likewise, the effect of Transformational Leadership on job satisfaction and its impact on organizational commitment has been proven by Gigliotti, who argues that the level of employee job satisfaction is low, caused by organizational support in the form of superior leadership and low individual encouragement. In line with Specchia's opinion, nurses' job satisfaction level is influenced by the leadership style of the head of the hospital (Syed et al., 2022). Transformational Leadership is an effective leadership style in increasing employee job satisfaction in hospitals. And this opinion is

empirically proven by Dappa, namely Transformational Leadership has a significant and positive effect on Job Satisfaction because leadership with this transformational style will provide a beautiful and passionate experience, where leaders care about followers and want their followers to succeed so that they devote all their passion and energy to achieve its organizational goals (Kanwal et al., 2019). Therefore it can be concluded that the transformational leadership style should be a concern of hospital management because it has a positive and significant effect on job satisfaction and organizational commitment (Eliyana & Ma'arif, 2019).

Based on the description above, researchers need to empirically test and prove the phenomenon of low Organizational Commitment of nurses in 5 Level II Hospitals as a contribution to Level II Hospital management and can enrich human resource management knowledge and references for further study research. Therefore, the authors are interested in researching "The Influence of Transformational Leadership and Psychological Empowerment on Organizational Commitment of Nurses by Mediating Job Satisfaction in Level II Hospitals".

## **LITERATURE REVIEW**

### **Organizational Commitment**

Organizational commitment is an attitude or conduct crucial to attaining the vision, mission, and goals of the organization. Organizational commitment is the extent to which employees are involved in their organization and wish to stay members; it consists of a loyal attitude and a willingness to work at one's best for the organization for which the person works (Ahad et al., 2021). The attitude or behavior of loyalty and willingness is shown by the employee's belief in accepting the values and goals of the organization. Someone who has a high commitment to the company will likely see himself as a true member of the organization. One of the keys to understanding organizational commitment is understanding where it comes from, that is, what drives the desire to remain a member of the organization (Tang et al., 2019).

Factors from the organization and the individual are the drivers of the development of an employee's organizational commitment, which consists of 3 dimensions of commitment. This is in line with Colquitt, who stated that there are 3 dimensions of organizational commitment development patterns: affective commitment, continuance commitment, and normative commitment (Battistelli et al., 2019).

1. Affective commitment (emotional) refers to the emotional connection that members have with the organization. Because they share the organization's goals and values, employees desire to continue working for the company. People with high degrees of affective commitment prefer to remain in the organization because they support its objectives and are willing to contribute to their accomplishment (Boyd & Nowell, 2020).

2. Continuance commitment (cost-based) refers to the employee's willingness to remain in the company based on a calculation or analysis of gains and losses that compares the perceived economic worth of staying in an organization to leaving it. The longer employees remain with an organization, the more they dread losing what they have already invested (Galanaki, 2019).
3. Normative commitment (obligation-based) refers to employees' feelings that they are compelled to remain in the organization due to the pressure of others. If they leave the organization, employees with a high level of normative commitment will be extremely concerned with what others think about them. They do not wish to disappoint their supervisor and are concerned that their coworkers would judge them negatively due to their departure (Ahmed, 2019).

### **Transformational Leadership**

Leadership style is related to behavioral norms in a person when influencing the behavior of others, but not many leaders understand the importance of how their leadership style influences the performance and satisfaction of their employees, both positive and negative. The potential consequences of this leadership style must be understood and not underestimated because they significantly impact the success or failure of an organization (Sims et al., 2021). Working with a transformational leadership style will provide a beautiful and passionate experience, where leaders care about followers and want their followers to succeed so that they devote all their passion and energy to achieving their organizational goals (Althnayan et al., 2022).

The theory of transformational leadership has three main theories, namely: (1) Bass' Transformational Leadership Theory; (2) Burns' Transformational Leadership Theory; and (3) Kouzes and Posner's Leadership Participation Inventory. The key characteristics of Transformational Leadership are new ideas or new perspectives, with a certain risk, where leaders are always looking for a better way to encourage employees' professional and personal growth (Murphy & Anderson, 2020). In line with Sukdee, who stated that Transformational Leadership focuses on employees who tend to carry out innovative ideas to achieve higher task conditions. Bass' Transformational Leadership Theory has four dimensions, namely:

1. Idealized Influence,  
Leaders with a transformational style seek to influence their followers directly by emphasizing belief, commitment, and determination to achieve organizational targets and goals by always paying attention to the moral and ethical values of the policies made (Chaturvedi et al., 2019).
2. Inspirational Motivation,  
Transformational leaders seek to inspire and motivate followers by providing opportunities for followers to participate and

contribute ideas and opinions regarding the organization's future state (Afsar et al., 2019).

3. Intellectual Stimulation,  
Transformational leaders direct their followers to develop creativity and innovation in finding new methods and solutions to problems faced by the organization (Zhang et al., 2020).
4. Individualized Consideration  
Transformational leaders act as trainers by paying attention to the needs of followers in completing their duties and responsibilities and developing the potential of their followers by providing guidance and direction to increase intellectual capacity excellence (Virgiawan et al., 2021).

### **Psychological Empowerment**

Psychological empowerment is a motivational idea of self-fulfillment that may be expressed more precisely as a rise in intrinsic task motivation manifested in a series of cognitions that indicate an individual's orientation toward his work position. The increasing individual motivation, which leads to competent decisions, certainly makes psychological empowerment an important variable for the organization (Turnipseed & Waa, 2020). This psychological empowerment relates to the extent to which competent or capable individuals feel empowered in their work environment, so that employees are more satisfied with their jobs, are more committed to the organization, have fewer intentions to leave the organization, and exhibit higher levels of positive performance (Mufti et al., 2020).

Nomological constructs that form Psychological Empowerment consist of 4 dimensions, namely:

1. Meaning, the meaning of work is the suitability between the needs of a person's job role and behavior, a person's belief that he has the skills and abilities needed to do a task or job properly.
2. Competence, is a person's belief or belief that he has the skills and abilities needed to do a task or job well.
3. Self-Determination, is a person's belief that the person has freedom or autonomy and control over how to do his work
4. Impact, influence is the perception that someone can significantly influence the strategy, administration, and results of the company's work operations (Amor et al., 2021).

### **Job Satisfaction**

According to Wanous and Lawler, people will be satisfied with certain areas of their work (e.g., with co-workers, superiors, and salary) if the areas they perceive they must accept to carry out their work equals the amount they perceive they receive. Job Satisfaction is a person's attitude about his work, the difference between an employee's income and what he or she should earn (Huynh, 2020).

According to Colquitt, employees will be satisfied when they feel that their work is valued from the Pay, Promotion, Supervision, Co-

worker, and Work Itself dimensions (Nanjundeswaraswamy, 2019). Referring to the dimensions and indicators of job satisfaction developed by Colquitt, it can be concluded that the indicators for each dimension of job satisfaction are:

1. Pay satisfaction with indicators:
  - a. Expected salary
  - b. Guaranteed salary payment
2. Promotion Satisfaction with indicators:
  - a. There are systems and procedures for employee promotion
  - b. Promotion based on the ability of employees to openly
3. Supervision Satisfaction with indicators:
  - a. A good relationship with superiors
  - b. Superiors award for good performance
4. Co-worker Satisfaction with indicators:
  - a. Lovely co-workers
  - b. Responsible co-worker
  - c. Satisfaction with the work itself with indicators:
  - d. Freedom at work
  - e. Creative expression (Yousuf & Saqib, 2021)

## METHOD

This research is descriptive quantitative research. The analysis technique used in this study is the Structural Equation Model (SEM). The research data is primary data derived from filling out the questionnaire. The data the researcher successfully received will be processed immediately so that later the results of this study can be found (Ramdhan, 2021).

## RESULTS AND DISCUSSION

### Loading Factor Analysis

The factor loading analysis in this study aims to determine the highest loading factor of statement items which is the best reflection of the instrument in measuring each variable, as well as knowing the lowest loading factor of statement items which is a recommendation for improvement. In contrast to the analysis of the respondent's statement, which aims to obtain information from the description of the average value of each statement item on each variable based on the respondent's statement after going through the model construct test.

#### 1. Organizational Commitment Variable

The instrument of the organizational commitment variable consists of 3 statement items as a measurement tool with factor loading values shown in table 1 below:

**Table 1. Organizational Commitment Factor Loading**

Code	Statement Points	Factor Loading
OC1	I feel close to my co-workers	0.810
OC2	I feel a pleasant working atmosphere	0.756
OC6	I got a training program that is beneficial for my career development	0.842

Table 1 shows that the highest loading factor value is OC6, with a value of 0.842 which means that OC6 is the most important instrument item in measuring organizational commitment. The results of this study indicate that OC6 is the best reflection of the organizational commitment variable, while OC2 has the lowest factor loading value, so it needs attention to be improved.

**2. Transformational Leadership Variables**

The instrument for the transformational leadership variable consists of 4 statement items as a measurement tool with factor loading values shown in table 2 below:

**Table 2. Transformational Leadership Loading Factor**

Code	Statement Points	Factor Loading
TL8	The Head of the Hospital creates our confidence in solving problems	0.840
TL10	The head of the hospital solves problems systematically	0.775
TL11	The head of the hospital can make changes for the better	0.751
TL14	The head of the hospital provides an opportunity for the best nurses to excel	0.772

Table 2 shows that the highest loading factor value is TL8, with a value of 0.840 which means that TL8 is the most important instrument item in measuring transformational leadership. The results of this study indicate that TL8 is the best reflection of the transformational leadership variable, meanwhile, TL14 has the lowest factor loading value, so it needs attention to improve.

**3. Psychological Empowerment Variables**

The instrument of the psychological Empowerment variable consists of 4 statement items as a measurement tool with a loading factor value as shown in table 3 below:

**Table 3. Psychological Empowerment Loading Factor**

Code	Statement Points	Factor Loading
PE3	I can do the job to the best of my ability	0.550
PE5	I have significant autonomy in determining how I do my job	0.705
PE6	I have ample opportunity and freedom to do my job	0.621
PE8	I have a significant influence over what happens in my department	0.663

Table 3 shows that the highest loading factor value is PE5, with a value of 0.705 which means that PE5 is the most important instrument item in measuring psychological empowerment. The results of this study indicate that PE5 is the best reflection of the psychological

empowerment variable, meanwhile, PE3 has the lowest factor loading value, so it needs attention to be improved.

**4. Job Satisfaction Variable**

The instrument of the job satisfaction variable consists of 4 statement items as a measurement tool with a loading factor value as shown in table 4 below:

**Table 4. Job Satisfaction Loading Factor**

Code	Statement Points	Factor Loading
JS1	The salary I received was as expected	0.550
JS3	In my opinion, promotion is carried out openly according to the ability of employees	0.705
JS5	I have a good relationship with the Head of the Hospital	0.621
JS7	My co-workers where I work are pleasant	0.663

Table 4 shows that the highest loading factor value is JS3, with a value of 0.705 which means that JS3 is the most important instrument item in measuring job satisfaction. The results of this study indicate that JS3 is the best reflection of the job satisfaction variable, meanwhile, JS1 has the lowest factor loading value, so it needs attention to be improved.

**Hypothesis Testing**

Hypothesis testing is obtained after the model achieves Goodness of Fit from data processing results. The calculate estimates stage is carried out to find out the direct influence hypothesis test results that can be seen in the estimates navigation on the Amos SEM software. The results of the direct influence hypothesis test in this study are shown in table 5 below:

**Table 5. Results of the Direct Effect Hypothesis Test**

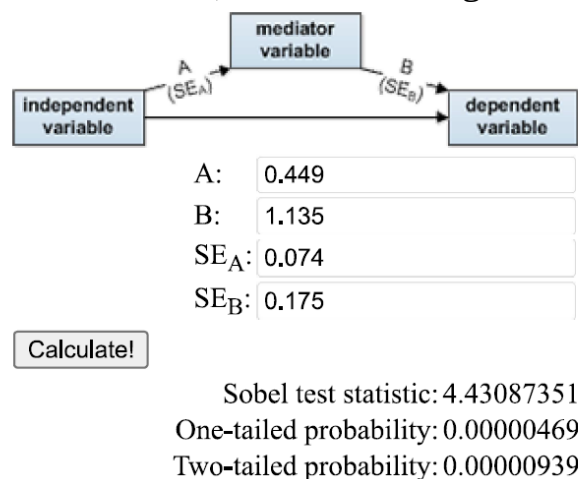
Influence Between Variables		Estimate	S.E.	C.R.	P	Explanation
H1	Organizational Commitment <--- Transformational Leadership	.025	.115	.215	.829	Rejected
H2	Organizational Commitment <--- Psychological Empowerment	-.152	.120	-1.268	.205	Rejected
H3	Organizational Commitment <--- Job Satisfaction	1.135	.175	6.486	***	Accepted
H4	Job Satisfaction <--- Transformational Leadership	.449	.074	6.041	***	Accepted
H5	Job Satisfaction <--- Psychological Empowerment	.480	.072	6.625	***	Accepted

Based on table 5, it can be seen that there are three direct effects between the variables received and two direct effects that are rejected. This refers to Hair’s opinion that the hypothesis can be accepted if the CR value > 1.96, which indicates the influence between the variables is positive and significant.

The four hypotheses accepted are H3, H4, and H5 because of the value of  $CR > 1.96$ . H3 (the effect of job satisfaction on organizational commitment) has a value of  $CR = 6.486 > 1.96$ , stated to have a positive and significant effect so that the hypothesis is accepted. H4 (the effect of transformational leadership on job satisfaction) has a value of  $CR = 6.041 > 1.96$ , it is stated that it has a positive and significant effect, so the hypothesis is accepted. Likewise, H5 (the effect of psychological empowerment on job satisfaction) has a value of  $CR = 6.625 > 1.96$ , which is stated to have a positive and significant effect, so the hypothesis is accepted.

Hypotheses H1 and H2 are rejected because they have a  $CR < 1.96$ . H1 (the effect of transformational leadership on organizational commitment) has a value of  $CR = 215 < 1.96$ , so it is declared insignificant and rejected. Likewise, H2 (the effect of psychological empowerment on organizational commitment) has a  $CR$  value =  $-1.268 < 1.96$ , so it is declared insignificant and rejected.

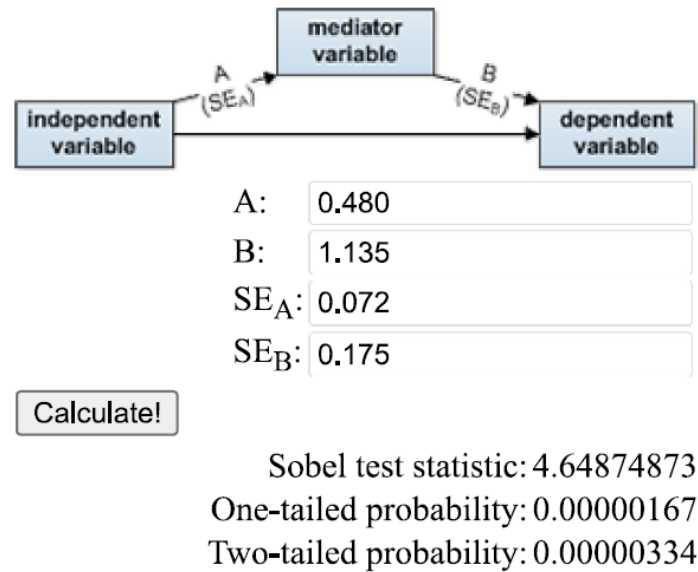
To test the indirect effect on hypothesis 6 (H6), namely the mediating role of job satisfaction on the effect of transformational leadership on organizational commitment, researchers used the Sobel test calculator with the results, as shown in Figure 1 below:



**Figure 1. Sobel Test Results of the H6 Hypothesis Test**

Figure 1 shows the results of the Sobel calculator calculations, which refer to the coefficient values (A and B) and the Standard Error values (SE<sub>A</sub> and SE<sub>B</sub>). The results of the calculation (calculate) from H6 (the mediating role of job satisfaction on the effect of transformational leadership on organizational commitment) produces a  $CR$  value of  $4.431 > 1.96$ . Therefore, the H6 hypothesis is positive and significant, so the hypothesis is accepted. This means that transformational leadership positively and significantly affects organizational commitment through job satisfaction mediation.

To test the indirect effect on hypothesis 7 (H7), namely the mediating role of job satisfaction on the effect of psychological empowerment on organizational commitment, researchers used the Sobel test calculator with the results, as shown in Figure 2 below.



**Figure 2. Sobel Test Hypothesis Test Results H7**

Figure 2 shows the results of the Sobel calculator calculations, which refer to the coefficient values (A and B) and the Standard Error values (SE<sub>A</sub> and SE<sub>B</sub>). The results of the calculation (calculate) from H7 (the mediating role of job satisfaction on the effect of psychological empowerment on organizational commitment) produces a CR value of 4.65 > 1.96. Therefore, the H7 hypothesis is positive and significant, so the hypothesis is accepted. This means that psychological empowerment positively and significantly affects organizational commitment through job satisfaction mediation.

**The Effect of Transformational Leadership on Organizational Commitment (H1)**

Based on the results of the factor loading analysis shows that the transformational leadership variable is reflected by the TL8, TL10, TL11, and TL14 instruments as indicators measuring the transformational leadership variable, which produces TL8 (Hospital Head creates our confidence in overcoming problems) as an indicator that has the largest contribution with a value of 0.840 compared to other indicators. Meanwhile, the organizational commitment variable is reflected by the OC1, OC2, and OC6 instruments, with the highest score belonging to OC6 (I feel I have a close relationship with co-workers) of 0.810 so that it is the largest measuring indicator of the organizational commitment variable compared to other indicators.

Based on the results of hypothesis testing, it was found that the effect of transformational leadership on organizational commitment is positive but not significant, with a CR = 0.215 < 1.96. Thus, it can be said that transformational leadership has no direct effect on organizational commitment. This shows that the transformational leadership of the head of the hospital has no direct effect on increasing the organizational commitment of nurses in Level II Hospitals.

## **The Effect of Psychological Empowerment on Organizational Commitment (H2)**

Based on the results of the factor loading analysis shows that the psychological empowerment variable is reflected by the PE3, PE5, PE6, and PE8 instruments as indicators for measuring psychological empowerment variables, which results in PE5 (I have significant autonomy in determining how I do my work) as the indicator that has the largest contribution with a value of 0.705 compared to other indicators. Meanwhile, the organizational commitment variable is reflected by the OC1, OC2, and OC6 instruments, with the highest score belonging to OC6 (I feel close to my co-workers) of 0.810, so it is the largest measuring indicator of the organizational commitment variable compared to other indicators.

Based on the results of hypothesis testing, it was found that the effect of psychological empowerment on organizational commitment was negative and not significant, with a  $CR = -1.268 < 1.96$ . Thus, it can be said that psychological empowerment has no direct effect on organizational commitment. This shows that the psychological empowerment of nurses at Level II Hospitals has no direct effect on increasing the organizational commitment of nurses at Level II Hospitals.

## **Effect of Job Satisfaction on Organizational Commitment (H3)**

Based on the results of the factor loading analysis, it shows that the job satisfaction variable is reflected by the JS1, JS3, JS5, and JS7 instruments as indicators measuring the job satisfaction variable, which resulted in JS3 (I think promotions are carried out openly according to the ability of employees) as an indicator that has the largest contribution with a value of 0.705 compared to other indicators. Meanwhile, the organizational commitment variable is reflected by the OC1, OC2, and OC6 instruments, with the highest score belonging to OC6 (I feel close to my co-workers) of 0.810, so it is the largest measuring indicator of the organizational commitment variable compared to other indicators.

Based on the results of hypothesis testing, the effect of job satisfaction on organizational commitment is positive and significant, with a  $CR = 6.486 > 1.96$ . The results of this study reinforce the theory of organizational behavior put forward by Colquitt, who argues that Job Satisfaction has a positive and significant effect on Organizational Commitment.

Based on theoretical support and empirical data studies, the findings of this study indicate that if the management of a Level II Hospital wants to increase the organizational commitment of nurses, then it is necessary to maintain JS3 (I think promotions are carried out openly according to the ability of employees) as an indicator that has the highest contribution and increases JS1 (the salary I received was in line with expectations) as the lowest indicator, apart from paying attention to other indicators JS5 and JS7.

#### **The Effect of Transformational Leadership on Job Satisfaction (H4)**

Based on the results of the factor loading analysis shows that the transformational leadership variable is reflected by the TL8, TL10, TL11, and TL14 instruments as indicators measuring the transformational leadership variable, which produces TL8 (Hospital Head creates our confidence in overcoming problems) as an indicator that has the largest contribution with a value of 0.840 compared to other indicators. Meanwhile, the variable job satisfaction is reflected by the instruments JS1, JS3, JS5, and JS7 as indicators measuring the variable job satisfaction, which results in JS3 (in my opinion, promotions are carried out openly according to employee capabilities) as the indicator that has the largest contribution with a value of 0.705 compared to other indicators.

Based on the results of hypothesis testing, it was found that the effect of transformational leadership on job satisfaction is positive and significant, with a  $CR = 6.041 > 1.96$ . The results of this study reinforce the theory of organizational behavior put forward by Colquitt, who argues that transformational leadership has a positive and significant effect on job satisfaction.

Based on theoretical support and empirical data studies, the findings of this study indicate that if the management of a Level II Hospital wants to increase the job satisfaction of nurses, then it is necessary to maintain TL8 (Head of the Hospital creates our confidence in overcoming problems) as an indicator that has the highest contribution and increasing TL4 (Hospital Head provides opportunities for the best nurses to excel), apart from paying attention to other indicators TL10, and TL14.

#### **The Effect of Psychological Empowerment on Job Satisfaction (H5)**

Based on the results of the factor loading analysis shows that the psychological empowerment variable is reflected by the PE3, PE5, PE6, and PE8 instruments as indicators for measuring psychological empowerment variables, which results in PE5 (I have significant autonomy in determining how I do my work) as the indicator that has the largest contribution with a value of 0.705 compared to other indicators. Meanwhile, the variable job satisfaction is reflected by the instruments JS1, JS3, JS5, and JS7 as an indicator for measuring the variable job satisfaction, which results in JS3 (in my opinion, promotions are carried out openly according to employee capabilities) as the indicator that has the largest contribution with a value of 0.705 compared to other indicators.

Based on the results of hypothesis testing, the effect of psychological empowerment on job satisfaction is positive and significant, with a  $CR = 6.625 > 1.96$ . The results of this study reinforce Spreitzer's theory that Psychological Empowerment has an effect on Job Satisfaction and argues that transformational leadership has a positive and significant effect on job satisfaction.

Based on theoretical support and empirical data studies, the findings of this study indicate that when the management of a Level II Hospital wants to increase the job satisfaction of nurses, then it is necessary to maintain PE5 (I have significant autonomy in determining how I do my work) as the indicator that has the highest contribution with a value of 0.705 and increase PE3 (I have confidence in my ability to do my job), apart from paying attention to other indicators PE6 and PE8.

### **The Effect of Transformational Leadership on Organizational Commitment by Mediating Job Satisfaction (H6)**

Based on the results of the factor loading analysis, it shows that the job satisfaction variable is reflected by the JS1, JS3, JS5, and JS7 instruments as indicators measuring the job satisfaction variable, which resulted in JS3 (I think promotions are carried out openly according to the ability of employees) as the indicator that has the largest contribution with a value of 0.705 compared to and JS1 (the salary I received was as expected) as the lowest indicator with a value of 0.550.

Based on the hypothesis test results, it was found that the role of the variable job satisfaction in the effect of transformational leadership on job satisfaction is fully mediated, with a value of  $CR = 4.431 > 1.96$ . It is said to be fully mediated because without job satisfaction, and transformational leadership has no significant effect on organizational commitment. This can be seen from the CR value on the influence of transformational leadership on organizational commitment, which is only 0.215, smaller than the critical value of 1.96. Therefore the role of job satisfaction is very important in increasing organizational commitment.

The results of this finding test are consistent with the theory of organizational behavior put forward by Colquitt, which states that transformational leadership as a group mechanism can affect organizational commitment as individual outcomes when mediated by unique mechanisms, which in this study suggests job satisfaction.

Based on theoretical support and empirical data studies, the findings of this study indicate that when the management of a Level II Hospital wants to increase the influence of transformational leadership so that it has an impact on increasing the organizational commitment of nurses, then it is necessary to maintain JS3 (in my opinion the promotion is carried out openly according to the ability of employees) as the indicator that has the highest contribution and increase JS1 (the salary I receive is as expected) as the lowest indicator, apart from paying attention to other indicators JS5 and JS7.

### **The Effect of Psychological Empowerment on Organizational Commitment by Mediating Job Satisfaction (H7)**

Based on the results of the factor loading analysis, it shows that the job satisfaction variable is reflected by the JS1, JS3, JS5, and JS7

instruments as indicators measuring the job satisfaction variable, which resulted in JS3 (I think promotions are carried out openly according to the ability of employees) as the indicator that has the largest contribution with a value of 0.705 compared to and JS1 (the salary I received was as expected) as the lowest indicator with a value of 0.550.

Based on the results of hypothesis testing, it was found that the role of the job satisfaction variable in the effect of psychological empowerment on job satisfaction was fully mediated, with a value of  $CR = 4.65 > 1.96$ . It is said to be fully mediated because without job satisfaction, and psychological empowerment has no significant effect on organizational commitment. This can be seen from the CR value on the influence of psychological empowerment on organizational commitment of -1.268, which is smaller than the critical value of 1.96. Therefore the role of job satisfaction is very important in increasing organizational commitment.

The results of this finding test are consistent with Colquitt's theory of organizational behavior, which states that psychological empowerment as individual characteristics can affect organizational commitment as individual outcomes when mediated by individual mechanisms, which in this study suggests job satisfaction.

This finding also supports the opinion of other researchers, Fragkos and Nikpour, who stated that Psychological Empowerment influences Organizational Commitment by mediating Job Satisfaction.

Based on theoretical support and empirical data studies, the findings of this study indicate that when the management of a Level II Hospital wants to increase the influence of psychological empowerment so that it has an impact on increasing the organizational commitment of nurses, then it is necessary to maintain JS3 (in my opinion the promotion is carried out openly according to the ability of employees) as the indicator that has the highest contribution and increase JS1 (the salary I receive is as expected) as the lowest indicator, apart from paying attention to other indicators JS5 and JS7.

## **CONCLUSION**

An important finding from this study is that psychological empowerment and transformational leadership do not directly affect organizational commitment. These two variables can only have an effect if they are fully mediated by job satisfaction. Descriptively, it was found that the causes of these two variables did not significantly affect the organizational commitment, so it was related to work experience and the age of the nurse. Therefore, job satisfaction is important in increasing the organizational commitment of nurses in Level II Hospitals.

Based on the descriptive analysis, important findings were obtained related to the response of Level II Hospital nurses regarding the leadership style of the Head of the Hospital, namely the higher the level of work experience the nurse will have a positive impact on

agreeing with the transformational leadership style of the Head of the Hospital where he works. Likewise, with the increasing age of nurses, they will respond to agree with the transformational leadership style of the Head of the Hospital where they work. Meanwhile, there were no statements that were too different from the nurses based on the origin of the hospital where they worked. Because there were not many nurses with high experience and established age, the respondents' answers were not good enough to dominate the agreement. This is also consistent with the test results that transformational leadership's effect on organizational commitment is insignificant.

The results of the descriptive analysis also provide information related to the psychological empowerment of the nurses that the higher the level of work experience of the nurse and the age will positively impact agreeing to the intention of not leaving the organization by showing more positive performance. Therefore, the negative response from the results of the hypothesis test. The effect of psychological empowerment on organizational commitment is in line with the descriptive analysis, which states that they agree to the intention not to leave the organization. Because there were not too many nurses with high experience and established age, the respondents' answers were not good enough to dominate the agreement, so the hypothesis test results also proved insignificant.

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