



THE EFFECT OF MEANING OF WORK AND PSYCHOLOGICAL EMPOWERMENT ON AFFECTIVE COMMITMENT WITH WORK ENGAGEMENT AS AN INTERVENING VARIABLE

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Abstract

This study aimed to determine the effect of the meaning of work (X1) and psychological empowerment (X2) on affective commitment (Y2) with work engagement (Y1) as a mediating variable of Kesambi Hijau Hotel employees Semarang. This research is quantitative research. The population in this research is 49 employees. Sampling in this research using full sampling system, an obtained sample size that must be used is 49 employees. Analytical methods used are instrument test (validity and reliability), the classical assumption test, multiple linear regression test and path analysis test with SPSS version 21. Data collection method using interview, questionnaire, and library study. The results showed that all of the hypothesis could be accepted. The results of this study demonstrated that meaning of work and psychological empowerment had a significant positive effect on affective commitment. Meanwhile, work engagement could be a mediating variable in the relationship between work engagement and psychological empowerment on affective commitment. Suggestion from this research that the organization should motivate employees to have the spirit to achieve the goals and involve employees in decision making so employees will feel bound so that employees affective commitment will also increase.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kebermanaknaan dalam pekerjaan (X1) dan pemberdayaan psikologis (X2) pada komitmen afektif (Y2) dengan keterikatan kerja (Y1) sebagai variabel intervening karyawan Hotel Kesambi Hijau Semarang. Jenis dan desain penelitian yang digunakan dalam penelitian ini adalah penelitian kuantitatif. Populasi dalam penelitian ini adalah 49 karyawan. Pengambilan sampel dalam penelitian ini menggunakan sistem sampling jenuh, diperoleh ukuran sampel yang harus digunakan adalah sebesar 49 karyawan. Metode analisis yang digunakan yaitu uji instrument (validitas dan reliabilitas), uji asumsi klasik, uji regresi linear berganda dan uji path analysis dengan bantuan SPSS 21. Metode pengumpulan data dengan menggunakan wawancara, kuesioner, dan studi kepustakaan. Hasil penelitian menunjukkan bahwa dari empat hipotesis secara keseluruhan diterima. Hasil dari penelitian ini menunjukkan bahwa kebermanaknaan dalam pekerjaan dan pemberdayaan psikologis berpengaruh positif dan signifikan pada komitmen afektif. Sedangkan keterikatan kerja juga mampu menjadi variabel mediasi dalam hubungan antara kebermanaknaan dalam pekerjaan, dan pemberdayaan psikologis pada komitmen afektif.

INTRODUCTION

Member of the organization has a vital role in human resources. Success managers are those who can see human resources as assets that fit the needs of the business (Bangun, 2012). Human Resources (HR) becomes an essential asset in an organization that can drive resources (Irawan & Sudarma, 2016). At this time the organization is faced with high challenges with the era of globalization that makes the organization should maintain its employees whom not only high competence but also have a high loyalty (Susanto & Wulansari, 2015). Also, building loyalty becomes more important to survive in the high competition hospitality industry (Hardjono & San, 2017).

Organizational commitment becomes a variable that needs to be realized because of the importance to an organization. Wibowo (2007) states that individuals who are committed to the organization can easily unite and feel they have an organization. Organizational commitment becomes a necessary variable for learning for members of the organization (Rejeki & Wulansari, 2015).

Organizational commitment is defined as being part of an organization with organization and involvement in a particular organization (Ranihusna, 2010). According to Wartini and Harjiyanti (2014), organizational commitment implies employee loyalty to the organization, employees who have a high commitment to provide benefits and responsibilities. Organizational commitment as a whole is significant to note. Unal (2014) states that from the start of organizational commitment, affective commitment becomes something that has the most significant impact on the organization.

Research on organizational commitment has been done before. However, most of these studies only discuss the overall organizational commitment (unidimensional). Whereas the organizational commitment itself consists of three forms; normative commitment, continuance commitment, and affective commitment so that the need for a multidimensional study. The use of multidimensional constructs in organizational commitment needs to be done in order to establish a more integrative definition of organizational commitment (Dunham et al., 1994).

Affective commitment is one of the categories of commitment (Meyer et al., 1993) which is an emotionally attached bond to an employee to identify and engage with the organization. The tendency of an employee with a high use-

ful commitment can demonstrate a sense of ownership of the company, increased involvement in organizational activities, the desire to achieve organizational goals and the desire to remain in the organization (Han et al., 2012). According to Murniasih & Sudarma (2016) employees with high affective commitment will show better performance than their low active commitment because they have an emotional engagement that creates a sense of belonging to the organization and will always work better for organizational progress. Udiyana et al. (2015) in his research says that committed employees are employees who have positive morale that can be seen from their desire to do something more than others for the organization and will take responsibility for the organization for the next time.

Organizational researchers have conducted intensive research for the potential benefits of meaningfulness in work. Meaningfulness in work is not just a topic of psychology but is studied in other scientific disciplines such as economics, sociology, politics and sociology (Carvalho, 2005). Based on Herzberg's motivational theory in Haryokusumo (2015) employees who carry out their meaningful work will add to the work experience that will foster employees' psychological needs, and be motivated to give their best effort in work. Meaningfulness in work can help the individual to understand the surroundings and facilitate his personal development (Steger et al., 2012). Research gap also comes from the relationship between variables that still need to do further research that is about the relationship of meaningfulness in work and organizational commitment in previous studies generally do not explain precisely what kind of commitment is influenced by the meaningfulness in work, because it is still unidimensional (Beukes & Botha, 2012; Jung & Yoon, 2016). Winarno (2016) tries to explore variables that can mediate the influence of meaningfulness in work and psychological empowerment on organizational commitment. The variable is the work engagement.

Some factors that can affect an employee's commitment is the significance of the work and psychological empowerment (Winarno, 2016). The study became the basis of this study which the significance of work and psychological empowerment influence organizational commitment mediated by work engagement.

Hypothesis Development

Meaningfulness in work is the level where the employee's experience of his or her work, in general, has meaning, value, and usefulness

to have a positive effect on his work. When employees see their work positively, it will tend to engage emotionally within the organization. Employees will tend to be more thorough, cooperate with other employees and willing to work as expected by the organization (May et al., 2004). The meaning of work that is perceived as either positive or negative will slowly affect the behavior that will ultimately affect the productivity and achievement of organizational goals. Employees who are carrying out their meaningful work will add to the work experience that will foster employees' psychological needs, and be motivated to do their best in the job. According to Putri and Martono (2015) the sense of work owned, responsibility and clear feedback from a job will affect motivation and will strengthen employees' commitment to work.

Based on the research of Steger et al. (2012) there are three dimensions of meaningfulness in work that can affect outcomes generated by employees. One such outcome is organizational commitment. Research on the relationship of the three dimensions with the overall organizational commitment has also been done. One of them research Winarno (2016) which says that the significance of work associated with organizational commitment. Haryokusumo et al. (2015) also gave similar results, that meaningfulness in work can affect organizational commitment and significantly affect affective commitment.

H1: The higher the level of meaningfulness in work will lead to the higher level of affective commitment of employees Kesambi Hijau Hotel Semarang.

Joo and Shim (2010) states that psychological empowerment has a significant influence on organizational commitment. Employees will demonstrate their commitment when they receive the psychological empowerment. The research was conducted on public sector employees in Korea. The same thing is also said by Bhatnagar (2007) that the psychological empowerment positively affects the organizational commitment which means the higher the psychological empowerment, the higher the level of commitment. In his research further explains that psychological empowerment is one of the antecedents of the organizational commitment. The results are also similar to the results of Gunawan and Viyanita (2012) research that psychological empowerment has a positive influence on affective commitment.

H2: The higher the level of psychological empowerment will cause the higher level of af-

fective commitment of Hotel Kesambi Hijau Semarang employees.

Work engagement is an aspect that includes positive emotions as well as full involvement in doing work. Work engagement is characterized by three dimensions: vigor, dedication, and absorption (Schaufeli et al., 2002). If employees have high engagement will show good performance because employees enjoy their work. Ghoniyah and Masurip (2011) in his research argued that engagement, consistency plays an important role to make a person persist in an organization, and it also contains mutual understanding between the interests of the organization and individual goals.

Prior research conducted by Winarno (2016) found that psychological empowerment and significance variables in work are positively correlated with organizational commitment with work engagement as mediation variable. With the work engagement, the influence of psychological empowerment becomes stronger. This means that psychological empowerment will more effectively affect affective commitment when employees have a job engagement identified by having a high sense of responsibility to the company and more contribute to the achievement of corporate goals. H3: The higher the level of work engagement as mediation, the higher the level of meaningfulness in work on affective commitment.

In addition to mediating meaningful relationships in work and affective commitment, work engagement also mediates the relationship between psychological empowerment and affective commitment. Based on research Winarno (2016) who argued that the engagement of work is a variable that can mediate the relationship of psychological empowerment with organizational commitment. The organization must empower its employees if they want to gain employee commitment. One way that relations between the two variables can work effectively is if employees have a work engagement that can be shown through high spirits and interest in their work. It is also the same with Gunawan and Viyanita (2012) research that found that work engagement mediates the relationship between psychological empowerment and affective commitment.

H4: The higher the level of work attachment as mediation, the higher the level of psychological empowerment of affective commitment.

Based on the description of the existing hypothesis, the research model developed in this study can be seen in Figure 1.

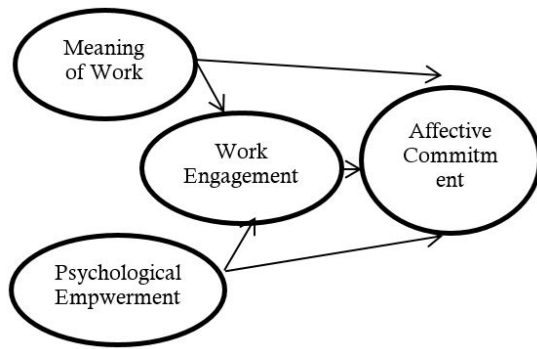


Figure 1. Theoretical Framework

METHOD

The population used in this research is employees of Hotel Kesambi Hijau Semarang with 49 employees. The sampling technique used saturated samples so that all the population in this study used as a sample. Methods of data collection using observation methods, interviews, and questionnaires. Data analysis techniques using descriptive analysis methods, hypothesis testing and path analysis.

The variables in this study are the variable meaning of work (X1) with psychological meaningfulness in work indicator, meaning in making trough work and greater good (gg) motivations. Psychological empowerment variable (X2) with psychological empowerment indicator that is meaning, competence, self-determination and impact. While for work engagement variable (Y1) with vigor indicator, dedication and absorption. Variable affective commitment (Y2) with useful indicator commitment to the Organization, affective commitment to the Supervisor, affective commitment to the Co-workers, affective commitment to Customers affective commitment to work, affective commitment to the task, affective commitment to the career.

RESULTS AND DISCUSSION

Validity Test

The validity test is used to measure valid or valid whether or not the questionnaire is capable of expressing something to be measured by the questionnaire (Ghozali, 2011). A questionnaire is said to be valid if the question on the questionnaire can reveal something that will be measured by the questionnaire. An indicator is said to be valid if-if r arithmetic $>$ r table. The number of respondents in this validity test is 30 respondents. So obtained the results of the calculation as follows: $df = 30-2 = 28$.

Based on the above calculation it can be seen that the value of r table with a significant level of 5% is 0.361. A question item is valid if it counts $>$ r table (0.361) and is said to be invalid if it counts $<$ r table (0.361). Validity test in this research is processed by using SPSS version 21. The result of validity test is done on question item of 54 questions, where affective commitment variable consists of 25 items of the question, the meaning of work variables 7 question items, psychological empowerment variables ten questions, and work engagement variables 12 items of questions.

The result of the validity test of the affective commitment variable shows that 25 items of the question have r count $>$ r table. The value of r arithmetic is obtained from the number of samples (N) = 30 with a significance level of 5% is 0.361. Example of the item is "This organization is meaningful to me." Thus it can be said that the 25 items question on the affective commitment variable is declared valid so it can be used on the next data retrieval.

The result of validity test of the meaning of the work variable shows that 7 item of the question has r value count $>$ r table. The value of r arithmetic is obtained from the number of samples (N) = 30 with a significance level of 5% is 0.361. Example of the item is "I have found my career through this work." Thus it can be said that the seven items question the variable meaning of work declared valid so it can be used on the next data retrieval.

The result of the validity test of psychological empowerment variable shows that 10 question items have r count $>$ r table. The value of r arithmetic is obtained from the number of samples (N) = 30 with a significance level of 5% is 0.361. An example item is "I feel confident with my ability in my work." Thus it can be said that ten items of questions on the psychological empowerment variable declared valid so it can be used on the next data retrieval.

The result of validity test of work engagement variable shows that 12 question items have r count $>$ r table. The value of r arithmetic is obtained from the number of samples (N) = 30 with a significance level of 5% is 0.361. Example of the item is "I feel enthusiasm when I work." Thus it can be said that 12 items of questions on work engagement variables declared valid so it can be used on the next data retrieval.

All variable of this study were measured on a 5 points Likert scale ranging from strongly agree (5) to strongly disagree (1). Based on the

above statement all item questions on all four variables are declared valid because of the value of r arithmetic $> r$ table.

Reliability Test

A variable is reliable (reliable) if it has Cronbach Alpha value (α) > 0.70 . Reliability test in this research is processed by using program of SPSS version 21.

Based on SPSS output results show that Cronbach's Alpha value for affective commitment variable is > 0.70 , Cronbach's Alpha value for meaning-work variable is > 0.70 , Cronbach's Alpha value for psychological empowerment variable is > 0.70 , Cronbach's Alpha value for work engagement variable of > 0.70 . So it can be concluded that all variables in this study have Cronbach's Alpha value greater 0.70. That is, the variable of affective commitment, the meaning of work, psychological empowerment, work engagement is reliable.

Descriptive Analysis of Respondents

Descriptive analysis is used to provide an overview or empirical description of the data collected in a study. The descriptive analysis used in this study is the three-box criterion (Ferdinand, 2014).

Based on the descriptive analysis that has been done, the average meaning of work variable employees Hotel Kesambi Hijau Semarang as a whole can be seen from 3 indicators that are equal to 69.6 included in the criteria are. The indicator of the meaning of the work variable that has the highest index value is the indicator of action that means in work of 70.2. This shows that employees have a meaningful action in their work. While the indicator with the lowest average is a better indicator of motivation with the index value of 68.9 is in the high category. It shows that employees are not yet entirely motivated to work better.

Based on the descriptive analysis that has been done, the average psychological empowerment variable employee of Hotel Kesambi Hijau Semarang as a whole can be seen from 4 indicators that are equal to 68.3 included in the medium criterion. The indicator that has the highest average is the meaning indicator with the index value of 74.6 which is in the high category. This shows that employees of Hotel Kesambi Hijau feel that the work is essential and has a meaning for him. The indicator with the lowest average is the impact indicator with the index value of 60.8 is in the medium category. It shows that employees

feel they do not have a significant impact on the problems that occur in the field of work and do not have an essential influence on the problem.

Based on the descriptive analysis that has been done, the average work engagement variable on Hotel Kesambi Hijau Semarang employees in the medium category is with the average index value of 66.8. Indicators that have the highest average is a vigor indicator with an index value of 69.2 that is in the medium category. This indicates that Hotel Kesambi Hijau employees have high spirit who work and have perseverance when they work. The indicator with the lowest average is the absorption indicator with 63 index value that is in the medium category. It shows that employees have not fully appreciated the work it does so it takes a long time to get the job done.

Based on the descriptive analysis that has been done, the average value of Affective Commitment variable index on employees Kesambi Hijau Hotel Semarang in the medium category that is with an average index value of 60.65. The indicator that has the highest average is the AC to Customers indicator with the index value of 80.9 which is in the high category. This is by the characteristics of hotel employees who always attach importance to customer satisfaction. The indicator with the lowest average is the AC to Task indicator with the index value of 65.6 is in the medium category.

Classic Assumption Test

Normality Test

The normality test aims to test whether, in the regression model, the intruder or residual variable has a normal distribution. To test a normal or not distributed, it can be known by the standard p-plot graph. Another statistical test that can be used to test residual normality is non-parametric statistical test Kolmogorov-Smirnov (K-S). If the value of Kolmogorov-Smirnov is more than $\alpha = 0.05$, then the data is typically distributed. Based on the normality test with Kolmogorov-Smirnov Z of 0.587 and the value of Asymp. Sig (2-tailed) is equal to 0.881 with probability more than 5% (0,05) hence can be concluded that this research data is a normal distribution.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent). Based on multicollinearity test that has been done using SPSS version 21, it is found that all research variables have Tolerance value above ($>$) 0,1 and

Table 1. Hypothesis Test

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coef- ficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.594	.526		1.130	.264
1	MW	.341	.120	.325	2.845	.007
	PE	.497	.113	.505	4.420	.000

a. Dependent Variable: AC

VIF value below ($<$) 10. Therefore, it can be concluded that the regression model in this research did not happen multicollinearity between independent variables in the regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model the variance inequality of the residual remains to a fixed observation, then called homoscedasticity and if different is called heteroscedasticity. Based on glesjer test that has been done show that all variables have significance level >0.05 . Therefore, it can be concluded that the regression model in this study there is no heteroscedasticity.

Hypothesis Test Statistical t-Test

Ghozali (2016) states that the statistical test t is used to show how far the influence of one independent variable to the dependent variable by assuming the other independent variable is constant. The t -test is used to determine the influence of each independent variable on the dependent variable partially.

In this research, one regression analysis is used to find out the correlation of independent variable of the meaning of work and psychological empowerment on dependent affective commitment variable. The results of the partial hypothesis test are described in the following table 1.

Hypothesis Test 1

Partial statistical test results of the meaning of work variable on affective commitment can be seen in table 1 above obtained the results of the test value of t arithmetic for the variable meaning of work of 2.845 with a significance of $0.007 < 0.05$. Based on the results of these numbers can be indicated that the H1 states that “the higher level of meaning of work will lead to higher effective commitment employees Hotel Kesambi Hijau Semarang” supported. This shows that there is a

positive and significant relationship that indicates that the meaning of work has a strong influence. The result of multiple regression equation for the meaning of work variable shows positive value; it can be interpreted that if psychological meaning in work, meaning in making trough work, and higher good motivation increase then affective commitment will also increase.

Hypothesis Test 2

Partial hypothesis test results psychological empowerment variable on affective commitment can be seen in table 4:15 above obtained test results t value for psychological empowerment variable of 4.420 with the result of significance $0.000 < 0.05$. The number indicates H2 which states that “the higher the level of psychological empowerment will cause higher affective commitment of Hotel Kesambi Hijau” is supported. This shows that there is a positive and significant relationship that indicates the psychological empowerment variable has a strong influence. The value of regression coefficient of psychological empowerment variable shows positive value; it can be interpreted if meaning, competence, self-determination and impact increase then affective commitment also increases.

Both independent variables namely the meaning of work and psychological empowerment has a significance value below 0.05; it can be concluded that dependent variable (affective commitment) is influenced by the meaning of work and psychological empowerment.

Path Analysis Test

To test the influence of intervening variable used method of analysis (path analysis). Path analysis is the use of regression analysis to estimate the causality relationship between predefined variables based on theory (Ghozali, 2016). In this research will test the influence of the meaning of work and psychological empowerment on affective commitment mediated work engagement. To

Table 2. Direct, indirect and total influence of indirect relationship between a variable of the meaning of work, psychological empowerment, work engagement on affective commitment

Variable	Effect			
	Direct/Indirect	Work Engagement	Affective Commitment	Total Effect
1. Meaning of Work	Direct Effect		.224	.224
	Indirect Effect	.137	.739	.101
	Total Indirect Effect			.325
2. Psychological Empowerment	Direct Effect		.079	.079
	Indirect Effect	.576	.739	.426
	Total Indirect Effect			.505
3. Work Engagement	Direct Effect		.739	.739

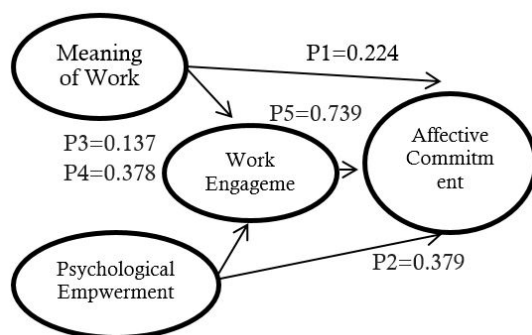
measure whether or not the influence of mediation or intervening is used the comparison of path coefficients. The path coefficient is calculated by making two equations of the regression model, i.e., the regression equation showing the priority relation. Regression equation in this research is as follows:

Regression 1: $Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$

Regression 2: $Y_2 = \beta_4 X_1 + \beta_3 Y_1 + \beta_5 X_2 + e_2$

The results of the calculation of direct relationship, indirect relationship and the total indirect relationship between the variable meaning of work, psychological empowerment, work engagement on affective commitment described in table 2.

Based on the table, it can be described that the relationship of each variable in the Figure 2.

**Figure 2.** Result of Path Analysis

From these results prove that the meaning of work is supported by employee engagement work so that will affect the increasing affective commitment of employees Kesambi Hijau Hotel Semarang. This indicates that the meaning

of work will appear if there is a psychological feeling in work, meaning in work and motivation to a better direction. This can be done by providing knowledge sharing that aims to help employees to give meaning to their work and adjust to what the company wants so that this can increase affective commitment employees Kesambi Hijau Hotel SemaThe results of this study in accordance with research conducted by Winarno (2016) which states that work engagement able to mediate the influence of meaning of work on affective commitment.

Based on data analysis in this study can be seen that the total influence of psychological empowerment on affective commitment through work engagement of 0.505 more significant than the direct influence of psychological empowerment of 0.079. So H4 which states “the higher level of work engagement as mediation, it will cause the higher level of psychological empowerment on the affective commitment of employees Kesambi Hijau Hotel Semarang” supported. These results indicate that work engagement variables can mediate psychological empowerment in increasing affective commitment. This means that empowerment is perceived employee able to influence the attachment of work so that will increase affective commitment of employees.

From these results prove that psychological empowerment (psychological empowerment) perceived by employees is supported by employee engagement work that will impact on increasing affective commitment employees Kesambi Hijau Hotel Semarang. This identifies that psychological empowerment will arise if the organization is concerned with the self-determination of its employees so that with the psychological empowerment felt by the employee it will result in the

employee feel attached to his work, the employee has high morale, it is difficult to leave his job because the employee feels that the job do full of meaning and purpose so that employees will increase affective commitment when they work.

CONCLUSION AND RECOMMENDATION

Meaning of work have positive and significant influence on affective commitment of Hotel Kesambi Hijau Semarang's employees. This means the higher meaning of work perceived employee Hotel Kesambi Hijau Semarang will increase the affective commitment. Psychological Empowerment have positive and significant influence on the affective commitment of Hotel Kesambi Hijau Semarang staff. This means that the higher psychological empowerment empowered by the organization will increase the affective

Commitment. Meaning of work has a positive and significant influence on affective commitment mediated work engagement employee Hotel Kesambi Hijau Semarang. This means that the meaning of work can be indirectly influenced by work engagement as mediation. Psychological Empowerment has a positive and significant influence on affective commitment mediated work engagement employee Hotel Kesambi Hijau Semarang. This means that Psychological Empowerment can be indirectly influenced by work engagement as mediation.

Suggestion for Hotel management Kesambi Hijau Semarang Meaning is management should optimize the meaning of work, psychological empowerment, work engagement and affective commitment. Suggestions for future research, are expected to develop new variables that can moderate the influence of meaning of work and psychological empowerment on affective commitment. For future research is expected to use different objects that have a larger population of this research such as manufacturing, banking, and other service areas to generalize the result.

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