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The Influence of Employee Empowerment, Psychological Capital, and Work-Family Conflict on Employees' Commitment at the A. Yani Islamic Hospital Surabaya

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ABSTRACT

The low commitment of employees at A. Yani Islamic Hospital Surabaya is indicated by the high percentage of employees leaving the hospital for personal reasons. In 2017, it was 5.50%; in 2018, it was 6.57%; and in 2019 it was 10%. This study analyzes the relationship between employee empowerment, psychological capital, and work-family conflict on employee commitment at A. Yani Islamic Hospital Surabaya. The type of this research is an observational analytical study with a cross-sectional approach. The number of respondents in this study is 199 employees of A. Yani Islamic Hospital, who were randomly selected. Primary data collection was conducted through questionnaire completion to identify employee empowerment, psychological capital, and work-family conflict on employee commitment. Employee empowerment is measured using the CWEQ-II (Conditions of Work Effectiveness Questionnaire II), psychological capital is measured using the PCQ (Psychological Capital Questionnaire), work-family conflict is measured using the work-family conflict scale, and employee commitment is measured using the OCQ (Organizational Commitment Questionnaire). (Organizational Commitment Questionnaire). Data was processed using SPSS and analyzed using multiple linear regression. The research results show that employee empowerment ($p=0.047$), psychological capital ($p=0.000$), and work-family conflict ($p=0.000$) significantly affect employee commitment. The higher the employee empowerment and psychological capital, the higher the employee commitment. The lower the work-family conflict, the higher the employee commitment. The advice that can be given is to create a positive work situation, create a supportive work environment, provide positive feedback, and support employees in their personal development.

Keywords: Employee empowerment; Psychological Capital; Work-Family Conflict; Organizational Commitment

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INTRODUCTION

Healthcare services are becoming increasingly complex as technology, laws, regulations, and management evolve. The performance of the increasingly labor-intensive health sector requires efficient and effective human resource management. Issues such as work stress, fatigue, high turnover intention, tardiness, absenteeism, and poor job satisfaction continue to be problems experienced by employees.¹ An employee working in healthcare is expected to behave kindly with full attention and compassion towards patients and their families while performing their duties. However, in reality, complaints from the public regarding the poor service provided by healthcare staff are still frequently encountered. Therefore, an employee's commitment plays an important role.² Low employee commitment can result in employees not putting in their best effort to achieve organizational goals, ultimately leading to them leaving the organization.³

The trend of turnover rates at A. Yani Islamic Hospital Surabaya has increased over the past 3 years. The percentage of employee turnover in 2017 was 9.69%; in 2018, it was 10.20%; and in 2019 it was 12.16%. From 2017 to 2018, there was an increase of 0.51%, and from 2018 to 2019, there was an increase of 1.96%. The employee turnover rate is considered normal if it falls within the 5-10% range per year.⁴ Therefore, the turnover percentage at A. Yani Islamic Hospital Surabaya can be categorized as high because it exceeds the established standard.

A low employee turnover rate cannot be avoided even when service conditions are nearly perfect. Some employees must retire, move to another organization, or leave for other reasons. There are many reasons why employees leave their workplace. The main reason employees leave A. Yani Islamic Hospital Surabaya is a voluntary resignation. The reasons for employees leaving the organization voluntarily are due to several factors, including being accepted at another company (36.70%), uncomfortable working conditions (28.30%), family circumstances requiring the employee to leave (20.00%), and following a spouse who has been reassigned (15.00%).

The lack of employee commitment to the organization indicates that employees still want to move and build their careers in other companies, have a low willingness to work hard, have a low sense of responsibility, have low job involvement, and have low pride in being an employee.⁵ Low commitment can reduce organizational effectiveness; employees with low commitment to the organization are likely to be late for work, engage in absenteeism, and leave the organization.^{6,7}

The theory of employee empowerment can be viewed from four dimensions: support, opportunity, information, and resources.⁸ It is based on one reason employees leave the organization: they are offered jobs elsewhere at a rate of 36.70%. The dimensions of the theory of employee empowerment are support and opportunity. If the organization provides better support and opportunities to its employees, they will feel more valued and choose to stay within it.

The psychological capital theory is used because 25.92% of employees leave due to an uncomfortable work environment. An uncomfortable work environment affects employees' psychology

toward their organization. The theory explains the positive psychological state of an individual characterized by self-efficacy, optimism, hope, and resilience, which are interrelated.⁹

The work-family conflict theory is used because one reason employees leave is family conditions that require them to resign. The imbalance between roles at work and roles in the family affects employees' commitment to their organization.¹⁰ The work-family conflict theory explains the condition of someone with an imbalance of roles at work and home. By using the work-family conflict theory, it will be possible to understand its impact on employee commitment.

Empowerment can influence employee commitment to the organization so that employees can make greater efforts on behalf of the organization and participate more in decision-making.¹¹ Employee empowerment has been proven to impact organizational commitment significantly. The higher the employee empowerment, the higher the organizational commitment, and the lower the employee empowerment, the lower the organizational commitment.¹²

Based on the problem description explained earlier, the issue raised in this research is the low commitment of employees at Rumah Sakit Islam Surabaya A. Yani. The low employee commitment is indicated by the high percentage of employees leaving Rumah Sakit Islam Surabaya A. Yani for personal reasons. In 2017, it was 5.50%, then in 2018, it was 6.57%, and in 2019, it was 10%.¹³ The issue is the basis for researchers to study the Influence of Employee Empowerment, Psychological Capital, and Work-Family Conflict on Employee Commitment at A. Yani Islamic Hospital Surabaya.

METHOD

The type of research used is observational analytic research with a cross-sectional design. This research uses an analytic research design with a cross-sectional design because it emphasizes the measurement of data within a specific period. The research was conducted at A. Yani Islamic Hospital Surabaya, Jl. Jenderal A. Yani No. 2-4 Wonokromo, Surabaya, East Java, Indonesia. The research was conducted from January 2020 to July 2021. The population in this study is all employees of A. Yani Islamic Hospital Surabaya. The sample in this study was determined using the simple random sampling technique. The number of samples in this study is 199 employees.

The variable employee empowerment is measured using the CWEQ-II (Conditions of Work Effectiveness Questionnaire II), psychological capital is measured using the PCQ (Psychological Capital Questionnaire), work-family conflict is measured using the work-family conflict scale, and employee commitment is measured using the OCQ (Organizational Commitment Questionnaire). (Organizational Commitment Questionnaire). The data analysis conducted in this study includes descriptive and analytical analysis. Descriptive analysis is used to present the mean, standard deviation, maximum and minimum values, tabulation, and so on, to observe differences in data based on the categories present in the data. Analytical analysis is conducted using multiple linear regression tests. In this study, the influence of independent variables consisting of Employee Empowerment (X1), Psychological Capital

(X2), and Work-Family Conflict (X3) on the dependent variable, Employee Commitment, will be demonstrated. (Y).

RESULTS

Respondent Characteristics

Table 1. Respondent Characteristics of A. Yani Islamic Hospital Surabaya 2021

Respondent Characteristics	n	%
Age		
18-35 years	166	83.5
>35 years	33	16.5
Gender		
Male	76	38.0
Female	123	62.0
Education		
Senior High School	5	2.5
Diploma	5	2.5
Undergraduate	186	93.5
Postgraduate	3	1.5
Work Relationship Status		
Regular employee	85	43.0
Contract employee	114	57.0
Work Period		
0-1 years	15	7.5
2-3 years	105	53.0
>3 years	79	39.5

Table 1 shows that out of 199 research respondents, the majority of employees at Islamic Hospital A. Yani Surabaya are 18-35 years old, with a total of 166 employees (83.5%). The most common gender among the respondents is female, with 123 employees (62.0%). The majority of employees have a bachelor's degree, with 186 employees (93.5%). The majority of employees are on contract status, with 114 employees (57.0%), and the majority of employees have a working tenure of 2-3 years, with 105 respondents (53.0%).

Table 2. Distribution of Employee Empowerment, Psychological Capital, Work-Family Conflict, and Organizational Commitment at A. Yani Islamic Hospital Surabaya

Variable	n	%
Employee Empowerment		
Low	13	6.5
High	186	93.5
Psychological Capital		
Low	91	45.7
High	108	54.3
Work-Family Conflict		
Low	118	59.3
High	81	40.7
Employee Commitment		
Low	70	35.2
High	129	64.8

Table 2 shows that the majority of employees have a high rating in the employee empowerment category, with 186 employees. If observed through a Pareto analysis, it can be concluded that employee empowerment has been well received, with a percentage of 93.5%. A total of 108 employees have high psychological capital (54.3%). In the work-family conflict variable, most employees are categorized as low, with 118 employees (59.3%). If observed through a Pareto analysis, it can be concluded that the higher the value of a work-family conflict, the more it indicates that the employee is experiencing pressure or role imbalance between their role at work and their role within their family. In the organizational commitment variable, most employees are categorized as high, with 129 employees (64.8%).

Table 3. The Influence of Employee Empowerment, Psychological Capital, and Work-Family Conflict on Employee Commitment at A. Yani Islamic Hospital Surabaya

Variable	Employee Commitment						b	sig.	Explanation
	Low		High		Total				
	n	%	n	%	n	%			
Employee Empowerment									
Low	7	53.8	6	46.2	13	100.0	0.221	0.047	Positively influential
High	63	33.9	123	66.1	186	100.0			
Psychological Capital									
Low	40	44.0	51	56.0	91	100.0	0.351	0.000	Positively influential
High	30	27.8	78	72.2	108	100.0			
Work-Family Conflict									
Low	29	24.6	89	75.4	118	100.0	-0.449	0.000	Negatively influential
High	41	50.6	40	49.4	81	100.0			

Table 3 shows that the majority of respondents with high employee empowerment have high employee commitment, with 123 employees (66.1%). This indicates that the higher the employee empowerment, the higher the employee commitment. Most employees have high psychological capital with high employee commitment, with 108 employees (72.2%). This indicates that the higher the psychological capital, the higher the employee commitment. Most employees have a low work-family conflict with high commitment, with 89 employees (75.4%). This indicates that the lower the work-family conflict, the higher the employee commitment.

Employee empowerment significantly positively influences employee commitment (sig 0.047 < 0.05). The value of b for employee empowerment on employee commitment is positive at 0.221, which means that the higher the employee empowerment, the higher the employee commitment will be. Psychological capital significantly positively influences employee commitment (sig 0.000 < 0.05). The b value for psychological capital on employee commitment is positively valued at 0.351, which means that the higher the psychological capital of employees, the higher their commitment will be. Work-family conflict significantly negatively influences employee commitment (sig 0.000 < 0.05). The value of b for work-family conflict on employee commitment is negative at -0.449, which means that the higher the work-family conflict among employees, the lower their commitment will be.

DISCUSSION

The Influence of Employee Empowerment on Employee Organizational Commitment at A. Yani Islamic Hospital Surabaya

Employee empowerment essentially involves granting responsibility in decision-making related to their work. This allows decision-making at the lower levels of an organization where employees have the authority to address their work-related issues.^{14,15} The theory of employee empowerment refers to organizational goals, so the objectives of this approach should ideally be carried out on an individual basis. In this study, employee empowerment is measured based on individual perceptions. The theory of employee empowerment also indicates that employees will work better when the organization treats them well.¹⁶

Employee empowerment in the research is defined as the delegation of responsibility to employees in decision-making related to their work at Rumah Sakit Islam Surabaya A. Yani. In general, based on the assessment results reviewed from the highest value in the high category, employee empowerment at A. Yani Islamic Hospital Surabaya falls into the high category with a score of 93.5%. Based on the statistical test results in this study, it was found that there is a positive influence between employee empowerment and employee commitment at A. Yani Islamic Hospital Surabaya (sig 0.047 < 0.05). Similar research results indicate that employee empowerment conducted by the organization will increase employee trust and commitment to the organization.¹⁷

Empowered employees will be committed to their organization because it can shelter and treat employees fairly. Employees who are supported by the organization, managers, and colleagues will be more committed than those who do not receive support.⁸ Opportunities for self-development, job promotion, continuous training, and learning opportunities have influenced employee commitment to an organization.¹⁸

The Influence of Psychological Capital on Employee Organizational Commitment at A. Yani Islamic Hospital Surabaya

Psychological capital is an assessment of the positive psychological development of individuals or attitudes and behaviours that play a significant role in determining a person's success, characterized by four characteristics: self-efficacy, hope, optimism, and resilience. Organizational commitment is an attitude of liking or disliking the organization and an attitude of loyalty to the company. Feelings of liking and loyalty are manifestations of an individual's positive attitude towards work, as seen in employees who possess affective commitment, continuance commitment, and normative commitment. This positive attitude is known as psychological capital, which is manifested in meeting the needs of achieving goals and accomplishments. Various dimensions of psychological capital have been proven to positively influence organizational commitment.¹⁹ Research findings have shown that organizational commitment is related to self-efficacy, hope, optimism, and resilience.^{2,20,21}

Based on the statistical test results, psychological capital influences organizational commitment (sig 0.000 < 0.05). The direction of the influence is positive, meaning that the higher the psychological

capital of employees, the higher the employees' commitment. Psychological capital can influence affective commitment. This is because psychological capital is a state of positive attitudes that affect employees to have a close emotional attachment to the organization and to have the motivation and desire to contribute to the organization. Individuals with affective commitment will work harder, deliver good work results, and be associated with the intensity of attendance in the organization.

Psychological capital can also influence continuance commitment because employees with high continuance commitment will stay in the organization due to their awareness. Employees will feel a significant loss if they leave the organization.²² Psychological capital also affects normative commitment, because psychological capital is very much needed by all human resources to have good resilience in facing challenges. Employees with high resilience will also have a good acceptance of the company, making their desire to stay with the company stronger. This is in line with the definition of normative commitment, which states that employees will stay in the organization because they feel a sense of obligation or duty.²³

The Influence of Work-Family Conflict on Employee Organizational Commitment at A. Yani Islamic Hospital Surabaya

The research results show that work-family conflict affects employee commitment ($\text{sig } 0.000 < 0.05$). The direction of the influence of work-family conflict on organizational commitment is negative. This means that the higher the work-family conflict experienced by employees, the lower their commitment to the organization. Work-family conflict is one of the factors that play a role in influencing organizational commitment in general.²⁴ This is also in line with research findings on work-family conflict, which have found that this variable impacts psychological stress, job satisfaction, organizational commitment, turnover, and life satisfaction. Work-family conflict has a close relationship with depression and somatic complaints.²⁵

The high value of work-family conflict can be influenced by the emergence of a conflict that usually occurs when an individual tries to meet the demands of their role at work, and this effort is influenced by their ability to meet their family's demands or vice versa. The fulfillment of family role demands is influenced by the individual's ability to meet their work demands.²⁶ Previous research results also show that work-family conflict has a negative influence on organizational commitment.²⁷ The negative relationship between work-family conflict and organizational commitment is evident in individuals who have difficulty balancing their roles at home and work. Individuals experiencing conflict between their job and family will lead to a decrease in organizational commitment for those individuals.²⁸

CONCLUSION AND RECOMMENDATION

This study concludes that there is an influence between employee empowerment, psychological capital, and work-family conflict on employee organizational commitment at A. Yani Islamic Hospital Surabaya. The higher the employee empowerment and psychological capital, the higher the employee's

commitment to the organization. The higher the work-family conflict faced by employees, the lower their commitment. The advice that can be given is to create a positive work situation, create a supportive work environment, provide performance feedback, and support employees in continuously developing themselves.

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