

The Influence of Psychological Empowerment on the Affective Commitment of Millennial Workers

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ABSTRACT

The millennial generation has its own characteristics compared to other generations. Millennials tend not to feel connected to their work. The research aims to determine the influence that dimensions of psychological empowerment such as meaning, competence, self-determination and impact have on the affective commitment of millennial workers. Respondents were 100 millennial workers in Indonesia who were selected using convenience sampling. Respondents were born between 1981 and 1996. The data analysis method used was PLS SEM. The research results found that the dimensions of meaning and impact had a positive effect on affective commitment, while competence and self-determination had no effect on affective commitment. This research contributes to increasing affective commitment through psychological empowerment among millennial workers in Indonesia.

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INTRODUCTION

The millennial generation has its own characteristics compared to other generations. A survey institute called Gallup in 2016 reported that 55 out of 100 millennial workers did not feel connected to their jobs. This indicates that they lack emotional commitment to the organization that employs them. There are differences in the level of continuance commitment between millennial and X generations (Glazer et al., 2018). Compared with previous generations, the millennial generation is more educated, tends to delay marriage, is less prosperous than previous generations when they were young, has lower income levels and less wealth (Kurz et al., 2019). Low income levels can result in a decrease in workers' affective commitment levels (Cen et al., 2021)

Job insecurity has a higher impact on Generation Y than Generation X in reducing work engagement (Jung et al., 2021). Job insecurity and lack of work engagement result in a weakening of workers' levels of affective commitment (Al Otaibi et al., 2023; Franco & Lyapina, 2016). This can cause the affective commitment of millennial generation workers to be lower than previous generations.

Millennial workers feel happy when their work feels meaningful, there is work autonomy, they have leaders with transformational characteristics, there is friendship in the workplace, there is a balance between work and life aspects and the level of gratitude they have (Yap & Badri, 2020). Clarity of career paths is also important for the sustainability of millennial workers' career development (Yunita et al., 2023). Millennial generation workers need to have affective commitment. Affective commitment is a harmony between individual values and the organization, having a sense of caring for the organization, feeling pride in the organization, and a willingness to make efforts beyond people in general in the organization (Mercurio, 2015). Millennial workers with high organizational commitment tend to display their best performance (Ramli & Soelton, 2019). Apart from that, the affective commitment possessed by millennial workers can reduce their desire to change jobs (Usher, 2019). Affective commitment increases

organizational citizenship behavior both at the individual and organizational levels (Purba et al., 2015).

Psychological empowerment as a worker's psychological attitude or perception towards their work and organizational role which is characterized by four cognitive features such as meaning, competence, self-determination, and impact (Spreitzer, 1995). Research linking psychological empowerment with affective commitment has been conducted by previous researchers (Attia & Hadi, 2020; Kundu & Kumar, 2017; Yogalakshmi & Suganthi, 2020).

Various factors cause the high and low affective commitment of millennial workers, such as job satisfaction, organizational support, organizational support, environment, communication, job security. Increasing one of these factors can increase the affective commitment of millennial workers. The level of affective commitment depends on the factors how satisfied millennial workers are with their jobs and how balanced they are between aspects of work and life outside of work (Yunita et al., 2023). The amount of support provided by the organization also has an impact on the level of affective commitment in millennial workers (Andini & Parahyanti, 2019). Environmental factors, level of job security, communication, work involvement determine how much millennial workers will be committed to their organization (Franco & Lyapina, 2016; Walden et al., 2017). Based on the uniqueness of millennial workers, this research aims to find out how much the dimensions of psychological empowerment influence affective commitment.

METHOD

This research is quantitative causality using the PLS SEM data analysis method. SEM is a multivariate data analysis method that can analyze the relationship between constructs where each construct is measured by one or more indicators. The advantage of SEM is that it is able to measure complex relationship models while calculating the measurement error inherent in the indicators. SEM is divided into Covariance Based-SEM and PLS-SEM. PLS-SEM emphasizes predictive capabilities and regulation of data and relationship specifications. PLS-SEM has advantages when the sample size is relatively small when wanting to analyze secondary data (Hair Jr et al., 2021). Respondents were 100 millennial workers in Indonesia. Sample selection was determined based on convenience sampling based on respondent consent. The research instrument was distributed using Google Form via various social media such as WhatsApp, Facebook and LinkedIn. So that the data taken is truly from the millennial generation, filling in the answers includes birth options from 4 generations, namely the baby boomer, X, millennial and Z generations. A total of 100 data from millennial generation workers were then processed. Answer choices include strongly disagree with score 1, disagree with score 2, unsure with score 3, agree with score 4, strongly agree with score 5. The psychological empowerment instrument consists of 12 items consisting of 4 dimensions and each dimension has its own -3 statements each. The psychological empowerment instrument was adapted from (Spreitzer, 1995). The affective commitment instrument was adapted from (Kim, 2014) with a total of 6 statements.

RESULTS AND DISCUSSION

Respondent Characteristics

The research respondents were 54 people (54%) men and 46 people (46%) women. Respondents' final education was high school/equivalent as many as 5 people (5%), diploma consisting of 3 people (3%), bachelor/equivalent consisting of 40 people (40%), master's consisting of 50 people (50%), doctorate consisting of 2 people (2%). A total of 66 people (66%) came from the private sector, 11 people worked (11%) as ASN, 8 people (8%) came from State-Owned Enterprises, the remaining 15 people (15%) answered other. A total of 76 people (76%) are permanent

employees and 24 people (24%) are temporary employees. All respondents were born from 1981 to 1996.

Validity Test

Table 1. Validity Test

Variable	AVE	Decision
Affective Commitment	0.553	Valid
Meaning	0.729	Valid
Competence	0.860	Valid
Self-Determination	0.775	Valid
Impact	0.682	Valid

In table 1 it can be seen that the AVE (average variant extracted) value of all research variables has an AVE score > 0.5, which means that all variables are declared valid or capable of measuring what is intended to be measured in this research.

Table 2. Outer Loadings

	AC	ME	CO	SD	IM
AC1	0.774	ME1 0.861	CO1 0.935	SD1 0.905	IM 0.856
AC2	0.787	ME2 0.873	CO2 0.956	SD2 0.894	IM 0.895
AC3	0.705	ME3 0.827	CO3 0.889	SD3 0.840	IM 0.715
AC4	0.779				
AC5	0.705				
AC6	0.703				

Table 2 shows that all statement items have outer loadings above 0.7, which means that all items can be used in further analysis.

Table 3. Discriminant Validity

	AC	CO	IM	ME	SD
AC	0.743				
CO	0.614	0.927			
IM	0.626	0.460	0.826		
ME	0.683	0.672	0.480	0.854	
SD	0.466	0.600	0.471	0.495	0.880

Table 3 contains the discriminant validity test values where the affective commitment (0.743), competence (0.927), impact (0.826), meaning (0.854), self-determination (0.880) scores are higher than the other constructs. This means that each variable in this research has unique characteristics and is different from other variables.

Reliability Test

Table 4. Reliability Test

	Cronbach's Alpha	Composite Reliability	Decision
Affective Commitment	0.838	0.881	Reliable
Meaning	0.817	0.890	Reliable
Competence	0.918	0.948	Reliable
Self-Determination	0.856	0.912	Reliable
Impact	0.766	0.864	Reliable

Table 4 contains the results of the reliability test. All Cronbach's Alpha scores and composite reliability of all variables in the study were above 0.7 so they were declared reliable or stable when used at another time.

R Square Test

The results of the R Square test obtained a score of 0.602, which means that the high and low levels of affective commitment can be explained through changes in variations in the dimensions of psychological empowerment. The dimensions of meaning, competence, self-determination, and impact contribute to affective commitment by 0.602 or 60.2%, while the remaining 39.8% is explained by factors outside this research.

When the calculated R for each dimension is calculated separately, the meaning dimension contributes 46.9%; the competency dimension contributed 38.2%; the self-determination dimension contributed 25.1%; and the impact dimension contributed 40.1%. If ordered, the meaning dimension contributes the most to changes in variations in affective commitment, followed by the dimensions of impact, competence, and self-determination.

Path coefficient

Path coefficients are useful for seeing the influence of exogenous variables on endogenous variables. Exogenous variables consist of psychological empowerment dimensions such as meaning, competence, self-determination, and impact. Endogenous variables consist of affective commitment. The path coefficients can be seen in the following picture:

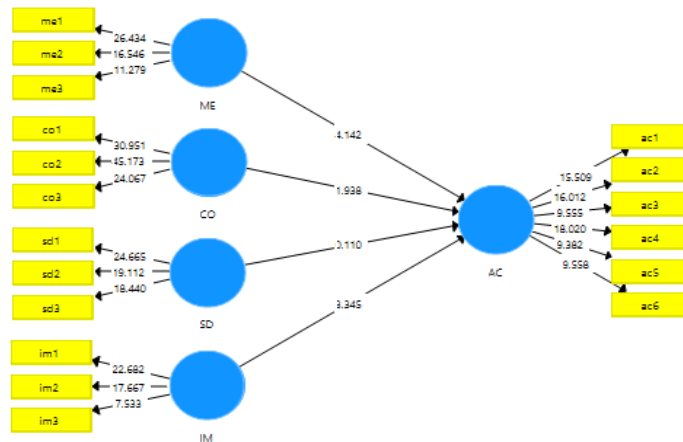


Figure 1. Path Coefficient

Hypothesis Testing

Table 5. Hypothesis Testing

	Original Sample	T Statistics	P Values	Decision
ME ► AC	0.385	4.142	0.000	Accepted
CO ► AC	0.198	1.938	0.053	Rejected
SD ► AC	-0.011	0.110	0.912	Rejected
IM ► AC	0.355	3.345	0.001	Accepted

Table 5 shows the results of hypothesis testing where the dimensions of meaning and impact have a positive effect on affective commitment, while the dimensions of competence and self-

determination have no effect on affective commitment. The direction of influence can be seen in the original sample value. The test results are declared influential if the T Statistics value is ≥ 1.96 and P Values ≤ 0.05 .

Discussion

The results of this study found that the dimensions of meaning and impact had a positive effect on affective commitment (Table 5). When millennial workers feel that the work they do is important or has special meaning, they will have emotional feelings towards their organization or company. When workers give meaning to their work, this can motivate them to remember positive moments in their work which then has an impact on their affective commitment to the organization (Jiang & Johnson, 2018). When millennial workers feel that what they do at work has an impact on the organization or company, it will increase their emotional feelings towards the organization. There is a relationship between basic power and affective organizational commitment (da Silva et al., 2019). These results can be used as a reference in providing treatment to the millennial generation to increase their affective commitment by increasing the way they provide more meaning to the work they currently do and giving them the freedom to contribute and have an impact on the organization.

The dimensions of competence and self-determination were found to have no effect on affective commitment. This is different from previous findings where competence makes workers more emotionally committed to their organization (Izzati et al., 2016). When superiors provide encouragement, understanding and support for decision making, workers will feel more emotionally committed to their organization (Chang et al., 2015). The psychological empowerment dimension has no effect on affective commitment because there are stronger factors such as meaning and impact. This can be used as a reference in further research that the influence of competence and self-determination must first go through the dimensions of meaning and impact.

Research results through meta-analysis found that psychological empowerment and affective commitment had a moderate relationship strength of 0.53 (Fragkos et al., 2020). When workers feel psychologically empowered, they tend to be emotionally attached and show a sense of loyalty to their organization (Chavaha et al., 2020). Psychological empowerment was found to strengthen the impact that exchanges between leaders and members have on workers' affective commitment (Garg & Dhar, 2016). Psychological empowerment also bridges the relationship between ethical leadership and affective commitment (Qing et al., 2020).

Structural empowerment and psychological empowerment are contextually related and it is this relationship that influences organizational commitment (Fragkos et al., 2020). In general, psychological empowerment influences or is positively related to overall organizational commitment (Bani et al., 2014).

Affective commitment is seen as the key to employee satisfaction and organizational success (Rigby & Ryan, 2018). A good organization is seen from how much emotional commitment its employees have so that they are able to achieve organizational success. Affective commitment or emotional attachment of workers to their organization is an important essence of organizational commitment (Mercurio, 2015). This is the basis that affective commitment is more important than other types of commitment.

CONCLUSION

This research concludes that the meaning dimension of the psychological empowerment variable has a positive effect on affective commitment. The impact dimension of the psychological empowerment variable also has a positive effect on affective commitment. Two dimensions such as competence and self-determination from the psychological empowerment variable have no

influence on affective commitment. This research is not limited to millennial workers based on certain sectors or certain companies. Future researchers can limit it to certain sectors such as private or public. Millennial workers in sectors such as health, information technology, education and other sectors also need to be taken into account in limiting the research population to confirm research results. The results of this research can only be used on the sample of respondents taken considering the limited number of respondents and there are no restrictions on certain sectors or companies.

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