



The Effect of Psychological Empowerment and Organizational Commitment against Extra Employee Role Performance

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Abstract. This research aims to analyze the relationship between the variables of Psychological Empowerment and Organizational Commitment to Extra Role Performance. The research method used is a quantitative approach. The population in this study were employees of the UMC Hospital in Cirebon Regency, West Java, totaling 62 people. The sample in this study used a simple random sample using the solvency formula of 158 populations. Data were collected using questionnaires and interviews. The Likert scale is used to measure instruments in research. We analyzed the data using multiple linear regression analysis techniques. The findings in this study illustrate a positive and significant influence both partially and simultaneously between the variables of Psychological Empowerment and Organizational Commitment on Extra Role Performance.

Keywords: Psychological Empowerment, Organizational Commitment and Extra Role Performance

INTRODUCTION

Many scholars have explained the importance of psychological empowerment in managerial processes in favor of the impactful role of psychological empowerment in preventing employee burnout (O'Brien, 2011; Zhang, Ye et al., 2018). customers (Schaufeli and Bakker 2004, Saks and Gruman 2014). Employee empowerment refers to social structures in the workplace that enable individuals to achieve their work goals through access to opportunities, relevant information, support, and resources (Amor Xanthopoulou, et al., 2021). Empowerment in the work environment has two different perspectives: structural empowerment (workplace) and psychological empowerment (worker cognition (Li, Shi et al. 2018).

While structural empowerment focuses on providing access to information and resources, supporting activities, and providing learning opportunities (Laschinger, Finegan, et al. 2004), psychological empowerment refers to empowerment at the individual level (Speer, Peterson, et al. 2013), workers' beliefs regarding their competence and autonomy, and the outcomes that their work provides to organizations (Ayala et al., 2018). Excellent employees become an essential

part of the life of the company's organization. Since employees are a company's most valuable asset, motivated, satisfied, and loyal employees play a vital role in the company's market and competitiveness (Gabčanová, 2011).

Organizational commitment and psychological empowerment are not just theoretical concepts, but they play a crucial role in the success of any organization. They enable employees to continue working within the organization and make efforts to provide added value to the organization. In this context, both psychological empowerment and organizational commitment enable the company to get maximum benefit from its employees by providing a harmonious and cooperative environment within the organization. In this case, empowered and committed employees tend to share the knowledge and expertise they have and thus increase the knowledge of the organization. This allows the organization to be more successful, gain a competitive advantage and achieve high performance. Their role in organizational success cannot be overstated.

For this reason, investigating and empirically explaining the relationship between psychological empowerment, organizational commitment, and corporate performance is essential to the literature. Although there have been few studies on these concepts, there is no need for belief studies to examine the creative industries of batik apparel. In addition, it was observed that previous studies generally investigated the sub-dimensional relationship of these concepts with various concepts. Considering the mentioned needs, this paper aims to contribute to the literature by investigating these relationships.

This study aims to make a significant contribution to the field of organizational psychology and management. First, it will analyze the effect of psychological empowerment on organizational performance, which is a crucial aspect of today's competitive business environment. Second, it will delve into the effect of organizational commitment on organizational performance, a key factor in employee retention and productivity. Third, it will explore the combined effect of Psychological Empowerment and Organizational commitment on the performance of UMC Cirebon Hospital, providing valuable insights for the healthcare industry. The paper is structured as follows. First, a comprehensive description of the reasons for the study with the literature under review. Second, a thorough literature review and hypothesis development. Later, detailed research methods and instrument tools were developed. Finally, the discussion and conclusions are presented, offering a comprehensive understanding of the research findings.

LITERATURE

Extra Role Performance

Bateman and Organ (1983) and Smith, Organ, et al. (1983) named *extra-role performance* with the term Organizational Citizenship Behaviors (OCB). Some other researchers have named extra-role performance by terms such as organizational prosocial behavior (George & Bettenhausen, 1990), spontaneous organization (George & Jones, 1997), and contextual performance (Borman & Motowidlo, 1993). Bateman and Organ (1983) define extra-role performance as flexible individual behavior that is not directly known or appreciated by the formal reward system in the organization but overall contributes to organizational effectiveness, such as helping coworkers who experience work-related problems, participating in hygiene and safety, or actively participating in organizational activities.

Extra-role performance refers to the results of extra-role behavior displayed by an individual (Organ 1997). Also considered is the behavior of the citizens of the organization. Extra role performance refers to behaviors an individual exhibits beyond official role expectations and job descriptions (Burney, Henle, et al. 2009). This is different from *in-role behaviors* (INBs), which describe forced labor behavior in the workplace in officially assigned roles (Bonias, Bartram, et al. 2010).

Performance Measurement of Extra Employee Roles

The study conducted by (Organ 1997) uses five primary dimensions: First, *Concern for the welfare of others (Altruism)*, namely the behavior of helping other employees without coercion on tasks closely related to organizational operations. Civic *virtue* indicates voluntary participation and support for professional and social organizational functions. Third, *conscientiousness* contains the performance of role prerequisites that exceed minimum standards. Fourth, *politeness (Courtesy)* is alleviating work-related problems others face. Fifth, *sportsmanship* involves abstinence from making destructive issues even when they are annoyed.

Podsakoff, MacKenzie et al. (2000) summarized that researchers have used seven types or dimensions of OCB. The seven dimensions include: First, *helping behavior* is a form of voluntary behavior to help individuals or prevent *work-related problems*. (Smith, Organ, et al. 1983) divide these dimensions into *altruism and courtesy*. Second, *sportsmanship* is the willingness or desire to accept (tolerate) the discomfort that arises and *the imposition of work without complaining*. Third, *Organizational loyalty* is a form of individual loyalty behavior to the

organization, such as displaying a positive image of the organization, defending the organization from external threats, and supporting and defending organizational goals. Fourth, *Organizational compliance* is a form of individual behavior that complies with all organization rules, procedures, and regulations even though no party exists to supervise. Fifth, *Individual initiative* is *self-motivation* in accomplishing tasks better or exceeding the standards/levels set. (Smith, Organ, et al. 1983) named this dimension conscientiousness and said that this dimension is difficult to distinguish from *in-role performance*. Sixth, *Civic virtue* is a form of commitment to the organization macro or as a whole, such as attending meetings, expressing opinions, or actively participating in organizational activities. Seventh, *Self-development*. Podsakoff, MacKenzie, et al. (2000) define this dimension as a form of individual behavior that voluntarily improves one's knowledge, skills, and abilities, such as attending courses, training, seminars, or following the latest developments in the field he masters.

Psychological Empowerment

Empowering human resources for high work motivation is most likely an excellent alternative to maximizing employee welfare and productivity through good job design and a conducive work environment. The success and increase of production to achieve a company's desired goals are greatly influenced by the atmosphere of the individuals who do the work. According to Anoraga and Suyati (1995), work motivation raises enthusiasm or encouragement to work. An individual with high motivation at work can be expected to do the tasks given, which will be done better and faster. Work motivation is essential for work results in achieving goals. The strengths and weaknesses of the work motivation of a workforce also determine the size of his achievement.

Spreitzer, Kizilos, et al. (1997) mention psychological empowerment as an increase in intrinsic motivation manipulated into four cognitions that reflect a person's orientation towards work roles. These four cognitions are *meaning, competence, self-determination, and impact*. The four variables reflect proactive behavior oriented toward a person's work role. In other words, empowered employees do not see their work situation as a "given" but rather something that can be shaped through their activities. Many studies have examined the impact of employee empowerment on extra-roles and concluded that there is a significant positive relationship between these variables (Baird, Su et al. 2018, Empowerment, Yassine et al. 2018). Thus can be built research hypotheses:

H1. Psychological Empowerment has a positive effect on the Performance of Extraric Roles.

Organizational Commitment

Organizational commitment can be defined in two very different ways. The first method was proposed by (Porter, Steers et al. 1974, Mowday, Porter et al. 1982), and the second method was proposed by (Becker, 1960). According to Porter, Steers et al. (1974), commitment is a person's strong recognition and involvement in a particular organization. On the other hand, Becker (1960) describes commitment as the tendency to be bound in a consistent line of activity because it considers the cost of carrying out other activities (stopping work).

Luthans (2006) says that as an attitude, *organizational commitment* is most often defined as follows: 1) a strong desire to remain a member of a particular organization. 2). the desire to strive as the organization wishes. 3). certain beliefs, and acceptance of organizational values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and the ongoing process by which members express concern for the organization and its continued success and progress.

An employee committed to the organization is steeped in the organization's goals and acts appropriately to achieve those goals. In this case, this employee's efforts are a step for the organization to achieve its goals and become successful. Thus, employees provide better service and improve company performance (Roca-Puig, Beltrán-Martín, et al. 2005).

Thus can be formulated research hypotheses:

H2. Organizational commitment has a positive effect on the performance of extracurricular roles.

H3. There is a positive influence between Psychological Empowerment and Organizational Commitment to Extra Role Performance.

Performance of extra employee roles as an organizational goal to be able to compete in the face of a rapidly changing environment. High-performing employees are an essential asset to the company. Psychological empowerment is a significant factor in healthy communication between leaders and subordinates in improving employee performance. Employees who establish relationships with superiors will have high work motivation and performance. Superiors who can understand and dive into the work of their subordinates can give effective orders to their subordinates so that employees can do the best work in the company where they work.

Psychological empowerment is an instrument that allows employees to bypass predefined job requirements and apply their insights to work. In addition, psychological empowerment is considered an essential ingredient for organizational success. Empowerment leads to greater use of the knowledge, abilities, and skills of the human pool, so empowered employees can improve teamwork and increase the level of meaningful participation in completing their task load, which can lead to organizational success.

Commitment refers to the power that allows individuals to act for multiple targets. Therefore, employee commitment is significant for the organization because the organization consists of employees, and the motives of employees working for organizational goals largely determine the organization's success. Employees with high commitment tend to be very firmly attached to the organization, to stay in the organization, have significant responsibility in completing tasks, and are always enthusiastic at work to improve the performance of extra employee roles.

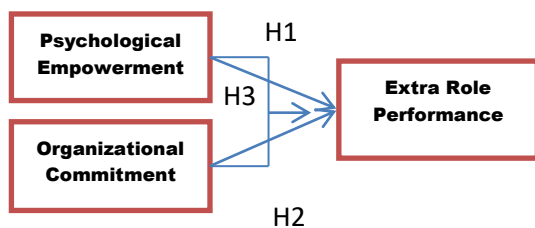


Figure 1. Modeling Framework

METHOD

The research method used in this study is the quantitative research method. Researchers chose this method because this study aimed to determine the magnitude of the influence of psychological empowerment and organizational commitment on the performance of extra roles of UMC hospital employees in Cirebon Regency. The population in this study is employees of UMC Hospital in Cirebon Regency, and the total population is 158 people. The sampling technique used in this study uses the Slovin formula; in the calculation with the Slovin formula, the minimum sample that needs to be taken is 61.25, and then 62 respondents from 158 permanent employees are rounded up.

The data withdrawal technique in this study used a questionnaire with a measurement scale of research instruments using the Likert scale. The data analysis technique used is multiple linear regression analysis. This study has two independent variables: the psychological empowerment variable and the organizational commitment variable. The construct definition of psychological

empowerment is the increase in intrinsic motivation manipulated into four cognitions that reflect a person's orientation towards work roles. These four cognitions are *meaning, competence, self-determination, and impact*.

Dimensionalization of psychological empowerment variables used in this study: Meaning, Competence, Self-determination, and Impact. (Spreitzer, Kizilos et al. 1997, Srivastava and Dhar 2016). The following independent variable is the Organizational Commitment variable. The definition of the organizational commitment construct is the extent to which an individual demonstrates commitment, loyalty, and dedication to the organization, and the degree to which employees perceive loyalty to the organization, fairness, and commitment to the organization, determines the level of commitment of employees.

This study uses the dimensionalization of organizational commitment variables: affective commitment, sustainable commitment, and normative commitment (Meyer, Stanley et al. 2002; Srivastava & Dhar, 2016). The dependent variable in this study is the performance variable of the extra role of employees. The definition of an employee's extra-role performance construct is EXR, which refers to the behavior that an individual embodied in the performance of tasks that goes beyond the expectations of the official role and job description. Dimensionalization of extra-role performance variables used in this study, namely Concern for the welfare of others, Societal morals, Cautious nature, Politeness, and Sportsmanship (Organ 1997, Eisenberger, Karagonlar et al. 2010).

DISCUSSION

To determine the instrument's accuracy in measuring the variables studied, researchers tested the validity of the psychological empowerment variable instrument, organizational commitment, and the performance of extra employee roles. Based on the results of validity testing, it is known that all instruments in the variables of psychological empowerment, organizational commitment, and performance of extra employee roles are valid because they have a calculated r value more significant than the table r , all r count values greater than 0.250. To determine the degree of consistency of the research instrument, the researcher conducted an instrument reliability test whose results are contained in the table below:

Table 1. Reliability Statistic

Variable Name	Cronbach's Alpha	N of Items
Psychological Empowerment	0,753	12
Organizational Commitment	0,656	6
Extra Role Performance	0,755	10

Data sources processed 2022

The study was reliable because the Chronbach Alpha value was above 0.6.

To determine the magnitude of the influence of psychological empowerment variables and organizational commitment on the performance of extra employee roles can be seen in the following table:

Table 2. Coefficients

Variable Name Independent	Strd Beta	t	Sig
Psychological empowerment	0.372	2.392	0.020
Organizational Commitment	0.332	2.139	0.037

Dependent variael Extra Role Performance

Data sources processed 2022

Based on table 2. Above, we can find out the value of the regression coefficient between the variables of psychological empowerment and organizational commitment to the performance of extra roles partially. It is known that the value of the regression coefficient between psychological empowerment variables on extra-employee role performance is 0.372; this shows that psychological empowerment variables positively influence extra-role performance by 37%. The value of the regression coefficient of organizational commitment to the performance of extra employee roles is 0.332, which shows that the variable organizational commitment positively influences the performance of extra roles by 33%. The variable of psychological empowerment has a more significant influence of 37% than the variable of organizational commitment of 33%.

The research hypothesis and the significance level of the variables of the influence of psychological empowerment and organizational commitment on the performance of extra-employee roles can be partially tested in Table 2. Table 2 shows that the Sig value of the psychological empowerment variable is $0.020 < 0.05$, then H_0 is rejected, and H_a is accepted; this means that the psychological empowerment variable positively and significantly influences the performance of extra roles. Furthermore, it is known that the Sig value of the organizational commitment variable is $0.037 < 0.05$; this means there is a positive and significant influence between the organizational commitment variable and the performance of extra employee roles.

To determine the magnitude of the influence of psychological empowerment variables and organizational commitment on the performance of extra employee roles can be known by looking at the table below:

Table 3. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	0,664	0,441	0,442	2,41620

a. Predictors: (Constant), organizational commitment (X2), Psychological empowerment (X1)
 b. Dependent Variable: Extra role performance (Y)

From the table above, we can deduce that the correlation coefficient value between psychological empowerment variables and organizational commitment to the performance of extra employee roles is 0.664. This value signifies a robust relationship, indicating a significant degree of closeness between these variables and the performance of extra employee roles.

To find out the goodness of fit that measures the accuracy of the sample regression function in estimating the actual value, statistically, we can find out by looking at the magnitude of the coefficient of determination (R²). The coefficient of determination measures how far the model can explain the variation of the independent variable. The value of the coefficient of determination between the variables of psychological empowerment and organizational commitment to extra-role performance is R² = 0.441; this shows that variations in extra-role performance can be explained by variations in psychological empowerment and organizational commitment by 44% or variables of psychological empowerment and organizational commitment affect extra-role performance by 44%. This value means that the model is only able to describe the magnitude of influence of the two variables by 44%, while other variables outside this study determine the rest.

To determine the significance of the effect of psychological empowerment and organizational commitment on the simultaneous performance of extra employee roles, see the ANOVA table below:

Table 4. ANOVA

Model	Sum of Square	df	Mena of Square	F	Sig
Regretion	271.154	2	136.007	23.309	.000
Residual	344.443	59	5.838		
Total	616.597	61			

a. Dependent Variable: Performance of extra roles (Y)
 b. Predictors: (Constant), organizational commitment (X2), psychological empowerment (X1)

Based on the table above, it is known that the Sig value is $0.00 < 0.05$, so we can conclude that simultaneously there is a significant influence between psychological empowerment and organizational commitment to the performance of extra employee roles. Based on the results of the study, it is known that there is a significant influence between psychological empowerment and extra-role performance, meaning that the increasing psychological empowerment of employees will have an impact on improving the performance of extra-employee roles. The results of this study support the findings of research conducted by (Baird, Su et al. 2018 Empowerment, Yassine et al. 2018), which revealed a significant influence of psychological empowerment on improving the performance of extra employee roles.

Further research findings show a significant influence between organizational commitment and the performance of extra-employee roles; this study explains that the higher one's organizational commitment, the more it will impact improving the performance of extra-employee roles. The findings of this study support the results of research by Joo and Lim (2009) and Roca-Puig, Beltrán-Martín et al. (2005), explaining that there is a positive and significant influence between organizational commitment and extra-role performance. An employee who is highly committed to the organization will always explore the organization's goals so that his behavior is right on target to achieve these goals. The steps taken by these employees are the proper steps in improving company performance toward company success.

CONCLUSION

Psychological empowerment has a positive and significant effect on the performance of the extra role of UMC hospital employees in Cirebon Regency. This means that the higher the psychological empowerment of employees will have an impact on increasing the performance of extra employee roles, and vice versa; the lower the psychological empowerment of employees will decrease the performance of extra employee roles. Furthermore, organizational commitment has a positive and significant effect on the performance of the extra role of UMC hospital employees in Cirebon Regency. Provide understanding that organizational commitment plays a vital role in forming an effective work team and accelerates completing the tasks of UMC hospital employees in Cirebon Regency. This will have an impact on the results of the work he achieves. The independent variables, namely psychological empowerment and organizational commitment, simultaneously have a positive and significant effect on the performance of the extra role of UMC hospital employees in Cirebon Regency. This shows that organizational

commitment is essential in improving the performance of extra-employee roles in UMC hospitals in the District.

This study has limitations that need to be realized. First, the limitation of a narrow coverage area in one research location. Second, this study only takes samples once, so continuum data is needed to improve future research results. Third, this study only focuses on three variables of the causality relationship, so the development of research models is still needed to find other factors in a more qualified explanation in the futures.

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