



The Impact of Psychological Empowerment on Job Satisfaction and Organizational Commitment Among Nurses

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ABSTRACT

The paper presents nurse's perspective on the link between psychological empowerment (the perception that work is meaningful, provides autonomy, and enhances self-efficacy), job satisfaction (the level of contentment and positive feelings employees have toward their work), and organizational commitment (the emotional attachment and loyalty employees feel toward their organization). Low levels of organizational commitment among nurses in 5 locations Type II Indonesian Air Force hospitals (RSAU) have become a significant challenge in delivering high-quality healthcare services. This study aims to analyze and validate the contributing factors using data collected from questionnaires and absenteeism records from 2020. Using a purposive sampling technique, a total of 362 nurses agreed to participate as respondents and completed the questionnaire. Findings revealed that nurses reported high agreement in job satisfaction, particularly regarding competence for promotion, recognition from the hospital director, co-workers' responsibility, and freedom & opportunity in work. Psychological empowerment was reflected in the strong perception that work is meaningful both personally and organizationally. Organizational commitment was demonstrated by nurses' agreement that the work atmosphere is pleasant and that opportunities for promotion are available. The results indicate that psychological empowerment as an individual characteristic with positive value, can affect organizational commitment as an individual outcome, with job satisfaction serving as the mediating mechanism. Therefore, it is advisable for organizations to increase job satisfaction which plays an important mediating role in increasing organizational commitment. For further research, it is suggested to include parameters related to organizational culture, ability, and nurse's personalities to gain a more comprehensive understanding.

Keywords: Organizational Commitment; Psychological Empowerment; Job Satisfaction; Nurses; Indonesian Air Force Hospitals

ABSTRAK

Penelitian ini membahas terkait perspektif dari perawat dalam kaitannya dengan *psychological empowerment* (persepsi bahwa pekerjaan itu bermakna, memberikan otonomi, dan meningkatkan efikasi diri), *job satisfaction* (tingkat kepuasan dan perasaan positif yang dimiliki karyawan terhadap pekerjaan mereka), and *organizational commitment* (keterikatan emosional dan loyalitas yang dirasakan karyawan terhadap organisasi mereka). Rendahnya *organizational commitment* para perawat di 5 lokasi RSAU Tingkat II menjadi salah satu permasalahan dalam mewujudkan pelayanan kesehatan yang prima. Penelitian ini bertujuan untuk menganalisis dan membuktikan faktor-faktor penyebabnya dengan menggunakan instrumen kuesioner dan rekap absen di tahun 2020. Penelitian ini melakukan pendekatan kuantitatif dengan teknik pengambilan sampel secara *purposive sampling*, sehingga diperoleh sampel sebanyak 362 perawat sebagai responden. Hasil dari kuesioner *Job Satisfaction* menunjukkan bahwa perawat setuju dengan promosi ditentukan berdasarkan kompetensi, penghargaan dari direktur Rumah Sakit, tanggung jawab dari rekan sejawat, serta kebebasan dan kesempatan dalam pekerjaan. Sedangkan dari kuesioner *Psychological empowerment*, para perawat setuju bahwa pekerjaan yang saat ini mereka kerjakan sangat berarti bagi diri mereka dan organisasi. Di sisi lain, kuesioner *organizational commitment* menunjukkan bahwa perawat merasakan lingkungan kerja yang baik dan adanya kesempatan untuk dipromosikan. Temuan penelitian ini menunjukkan bahwa *psychological empowerment* dengan nilai yang positif, sebagai karakteristik individu dapat mempengaruhi *organizational commitment* sebagai hasil pada tingkat individu, dengan *job satisfaction* sebagai *variable mediasi*. Oleh karena itu disarankan bagi organisasi untuk meningkatkan *job satisfaction* yang berperan penting sebagai *mediasi* dalam meningkatkan *organizational commitment*. Bagi penelitian selanjutnya disarankan menambahkan faktor yang berhubungan dengan budaya dalam organisasi, kemampuan, dan kepribadian para perawat.

Kata kunci: *Organizational Commitment; Psychological Empowerment; Job Satisfaction; Perawat; RSAU*

INTRODUCTION

Nurses play a vital role in enhancing the quality of healthcare services in hospitals. A study conducted in Iran found that patients's perceptions highlight nursing care as a fundamental element of hospital service quality (Yusefi et al., 2022). As healthcare professionals who interact most frequently and directly with patients, nurses are often considered the cornerstone of hospital care. One of the key indicators of a hospital's excellence is the level of commitment shown by its nursing staff (Chappell & Yoder-Wise, 2020). Their commitment to the organization supports sustained hospital excellence (Nugroho, 2020). Given this central role, a nurse's enthusiasm and dedication reflect their loyalty and willingness to contribute meaningfully to the organization referred to as organizational commitment (Sepahvand et al., 2020).

A study in 2021 define organizational commitment as an employee's desire to remain a member of their organization. They identify three components of this commitment : affective commitment, continuance commitment, and normative commitment (Colquitt et al., 2021). Affective commitment refers to employees who stay with an organization because they *want* to. Continuance commitment involves staying because they *need* to, often for financial reasons. Normative commitment reflects a sense of obligation and employees stay because they feel they *ought* to.

Psychological empowerment, which refers to an individual's sense of control and influence within their work environment, has been identified as a key factor in improving workplace motivation and reducing turnover intentions (Jin et al., 2025). Empowered nurses are more likely to perceive their roles as meaningful, feel confident in their abilities, and believe they can contribute positively to organizational outcomes (Gu et al., 2022). These perceptions often enhance job satisfaction, which in turn strengthens organizational commitment, defined as an employee's emotional attachment, identification with, and involvement in the organization. Job satisfaction is closely linked to employees' emotional (affective), moral (normative), and long-term (continuance) commitment, as well as their overall dedication to the organization. When employees feel satisfied with their salary, opportunities for promotion, and relationships with coworkers, their level of commitment tends to be

higher (Mitonga-Monga et al., 2018). Another study also states that job satisfaction is an individual's attitude toward their work, defined as the difference between the amount of income an employee receives and the amount they believe they should receive (Robbins et al., 2016). Empirical evidence from previous research indicates that psychological empowerment positively influences job satisfaction and organizational commitment (Jordan et al., 2017; Ling Lee et al., 2023; Spence Laschinger et al., 2001). Psychological empowerment improves job satisfaction by strengthening nurses' personal connection to their professional roles. It reinforces their sense of competence, builds confidence in professional abilities, and enhances the perception of impact by affirming that nurses' contributions lead to meaningful outcomes. These dimensions create positive emotional states that contribute to higher levels of satisfaction with both the job and the organization.

Research on psychological empowerment and organizational commitment in Indonesian Air Force Hospitals (RSAU) remains limited. RSAU plays a critical role as a referral hospital for members of the Indonesian Air Force (TNI AU) and is specifically designed to address their healthcare needs, such as treatment for injuries, illnesses arising from occupational environments, and other military specific conditions (Kementerian Pertahanan Republik Indonesia, 2023). These hospitals are strategically located near air force bases, enabling convenient access to healthcare services for military personnel. Therefore, it is essential to maintain the quality of services provided at RSAU, especially with a focus on the psychological empowerment and organizational commitment of nursing staff. To maintain the quality of services at RSAU, particularly in ensuring the availability of health workers (nurses, doctors, etc.), it is essential to provide a comfortable work environment. Higher levels of nurse commitment to their respective units are associated with reduced turnover intention. Moreover, turnover intention has been shown to be closely linked to organizational commitment. Studies have found that reduced job satisfaction and poor organizational commitment contribute to higher nurse turnover, which creates substantial challenges for hospital management. ((Putra et al., 2020; Wardhani & Hariyati, 2023)

Employee absenteeism over a 12-month period can serve as an indicator for assessing the level of organizational commitment. High levels of nurse absenteeism significantly burden healthcare delivery (Al Menji et al., 2024). Studies suggest that high or low absenteeism among nurses can be a strong indicator of their commitment to the organization (Al-Sharif et al., 2017). Evidence from another study shows that decreased job satisfaction and high stress levels contribute to higher absenteeism among nurses (Davey et al., 2009). Employees with a high level of commitment are generally characterized by consistent attendance (Fantahun et al., 2023). Based on this understanding, the purpose of this study is to measure the psychological empowerment and organizational commitment of nurses by analyzing questionnaire responses and absenteeism records collected throughout 2020. The data were gathered from five Type II Air Force Hospitals (RSAU) in Indonesia: RSAU dr. Esnawan Antariksa in Jakarta, RSAU dr. Salamun in Bandung, RSAU dr. Hassan Toto in Bogor, RSAU dr. Efram in Madiun, and RSAU Dody Sardjoto in Makassar.

METHOD

Participant characteristics and research design

This study aims to measure the psychological empowerment and organizational commitment of nurses with collected data from questionnaire and absenteeism records in 2020. The research design is quantitative study. Participants (nurses) were selected from Air Force Type II Hospitals, which serve as major referral centers within the operational command area or main base and, in some cases, also function as centers for education and research. The hospitals are located in the western and central regions of Indonesia

Participant recruited with inclusion criteria :

1. Nurses from Rumah Sakit Angkatan Udara (Air Force Hospital) type II, that is RSAU dr. Esnawan Antariksa in Jakarta, RSAU dr. Salamun in Bandung, RSAU dr. Hassan Toto in Bogor, RSAU dr. Efram in Madiun, and RSAU Dody Sardjoto in Makassar.
2. Nurses who have worked for at least 3 years

Sampling procedures

Procedure for selecting participants used purposive sampling. Purposive sampling is a non-random sampling method used in quantitative research, where samples are selected based on specific characteristics that align with the objectives of the study, with the expectation that they will help answer the research questions. A self-developed questionnaire, adapted from the Psychological Empowerment Scale by Spreitzer, the Organizational Commitment Questionnaire (OCQ) by Allen and Meyer, and the Job Satisfaction Survey (JSS) by Spector (Spector, 1985), was used to assess nurses' perceptions. Data were collected using a questionnaire distributed via Google Forms, and all responses were converted into Excel for further analysis and reporting. Data were collected using a questionnaire consisting of statements with answer choices : disagree, neutral, and agree. The list of the questions for the participants was provided in the supplementary file 1.

Sample size, power, and precision

A total of 975 nurses working at five type II RSAU located in Jakarta, Bandung, Bogor, Madiun, and Makasar. The sample size in this study was determined using purposive sampling, targeting nurses who had at least three years of work experience at the type II RSAU. Nurses with a minimum of three years of service are considered to have had sufficient time and experience to adapt and adequately assess their work environment (Sasaki et al., 2019). Based on these criteria, it was found that 412 nurses met the requirements. Sample frame from RSAU dr Esnawan Antariksa is 145 nurses, RSAU dr Salamun is 125 nurses, RSAU dr. Hasan Satoto is 75 nurses, RSAU dr. Efran is 42 nurses, and RSAU dr. Dody Sardjoto is 25 nurses. A total of 30 individuals who participated in the instrument trial were not included as respondents in the main study. Meanwhile, 20 individuals did not provide feedback on the distributed questionnaire. Therefore, the analyzable data in this study consisted of 362 responses, obtained from participants who completed the questionnaire.

Data analysis

Data were analyzed using descriptive statistics, including frequencies and percentages, to summarize respondents's answers. Reliability and correlation tests were performed using Cronbach's alpha and Pearson correlation coefficient (r).

RESULTS AND DISCUSSION

To determine the level of organizational commitment among nurses at type II Indonesian Air Force Hospitals (RSAU), one approach is to examine nurse attendance over a 12-month period. Therefore, the researcher collected nurse attendance data for the year 2020 from five locations type II RSAU. The data showed that the average attendance rate across these five hospitals was 86.4%, which is still far below the organization's minimum target of 97%. This implies that a maximum allowable absence of 3% equates to an average of around 0,6 days of absence per month (Al Ismail et al., 2023). The average attendance target achievement for 2020 is presented in Figure 1 below :

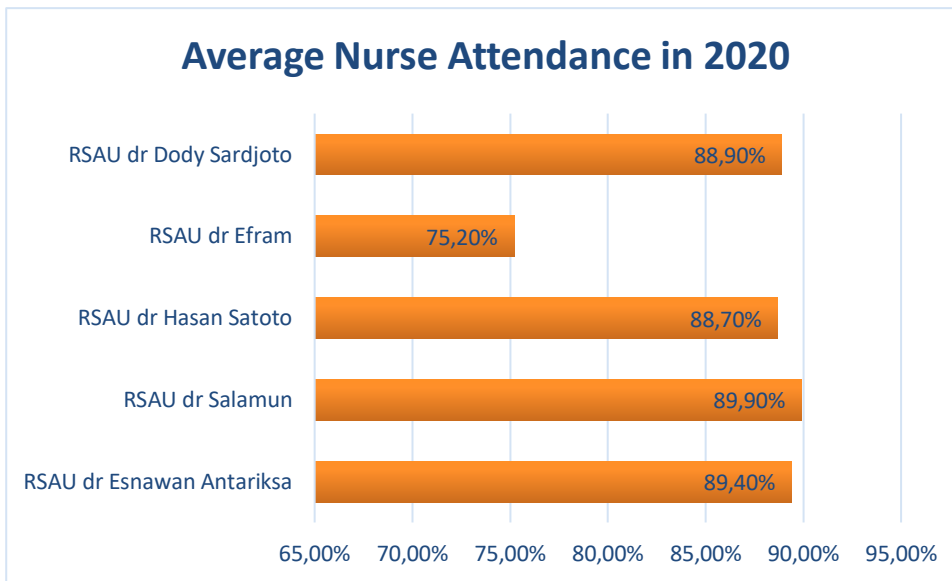


Figure 1 : The average attendance target achievement for 2020 from five locations type II RSAU

Based on the data, it can be concluded that there is a phenomenon of low nurse attendance rates at type II Indonesian Air Force Hospitals (RSAU). To further explore the phenomenon of low attendance in relation to the level of organizational commitment among nurses at RSAU, the researcher conducted interviews with three nurses at each of the five RSAU. From the interviews with a total of 15 nurses at these type II RSAU, it was found that all nurses expressed a desire to move to another organization if given the opportunity. Fourteen of them (93.3%) stated that their desire to leave was due to job dissatisfaction, while only one person (6.7%) cited an excessive workload as the reason for wanting to leave. A study conducted in a hospital in Turkey found similar results, identifying the reasons for nurses's intention to leave the organization as a negative work environment (e.g., lack of managerial support), a nursing shortage (e.g., excessive workload and overtime), and unmet individual expectations (Çamveren et al., 2020). Therefore, it can be concluded that the phenomenon occurring at the RSAU is a low level of organizational commitment among nurses, reflected in three dimensions: affective commitment (low emotional attachment of members to the organization), continuance commitment (low desire to remain in the organization based on cost-benefit considerations), and normative commitment (employees' feelings of obligation to leave the organization due to external pressures) (Allen & Meyer, 1990).

Based on information gathered from the 14 nurses who reported job dissatisfaction, 8 of them (57.2%) identified four aspects they felt were undervalued by the organization where they worked. The four aspects is a lack of recognition for the tasks they performed, a mismatch between their competencies and the organization's needs, limited autonomy in their work, and a sense of having no influence over organizational changes or improvements. According to Spreitzer, these four aspects represent elements of psychological empowerment, which include meaning (the significance and expectations associated with the tasks performed), competence (the individual's capabilities), self-determination (the freedom to make decisions in one's work), and impact (the ability to influence organizational changes or improvements) (Spreitzer, 1995). Thus, it can be concluded that psychological empowerment is a contributing factor to nurses's job dissatisfaction, which in turn affects the low level of organizational commitment at RSAU. A study in 2022 stated that individual factors such as psychological empowerment should be a focus of management in efforts to improve employee job satisfaction (Mathew & Nair, 2022). To further examine the relationship between psychological empowerment and job satisfaction, a questionnaire was developed. A total 362 nurses completed the

questionnaire. Based on the collected data, the profile of the respondents is presented in Table 1 below:

Table 1. Demographic Profile of Respondents

Responden Identity Variable	Category	Number	Percentage
Work Experience	3 to 7 Years	91	25.14%
	7 to 11 Years	191	52.76%
	11 to 15 Years	71	19.61%
	15 Years	9	2.49%
Gender	Male	73	20.17%
	Female	289	79.83%
Age	25 - 30 Years	87	24.03%
	31 - 36 Years	178	49.17%
	37 - 45 Years	76	20.99%
	45 Years	21	5.80%
Last Education	Senior High School	38	10.50%
Level	Diploma	206	56.91%
	Bachelor's Degree (S1)	109	30.11%
	Master's Degree (S2)	9	2.49%
	Doctoral Degree (S3)	0	0.00%
RSAU Workplace	RSAU dr Esnawan Antariksa	135	37.29%
	RSAU dr Salamun	108	29.83%
	RSAU dr Hasan Satoto	64	17.68%
	RSAU dr Efram	38	10.50%
	RSAU dr Dody Sardjoto	17	4.70%

The respondent description presented in Table 1 shows that 73 participants (20.17%) were male, while 289 participants (79.83%) were female. This distribution is relatively consistent with the population composition of nurses at Type II RSAU, which consists of 975 nurses with 760 females (78%) and 215 males (22%). Therefore, the respondents in this study sample can be considered representative in terms of gender composition of nurses at Type II RSAU. For the work experience, it can be concluded that the majority of respondents in this study were nurses with substantial experience, specifically those with more than 3 years of service, with 55.25% having over 7 years of experience. Respondent characteristics based on age showed that the majority of respondents in this study were in the 31–36 age group, totaling 178 individuals or 49.17% of the sample. Based on the highest level of education attained, it can be concluded that the majority of respondents in this study

were nurses with a Diploma as their highest educational attainment, totaling 206 individuals or 56.91%. Based on the respondents' workplace, 135 participants (37.29%) were from RSAU dr. Esnawan Antariksa, 108 participants (29.83%) were from RSAU dr. Salamun, 64 participants (17.68%) were from RSAU dr. Hasan Satoto, 38 participants (10.50%) were from RSAU dr. Efram, and 17 participants (4.70%) were from RSAU dr. Dody Sardjoto. Based on these data, it can be concluded that the selection of respondents in this study was proportionally distributed according to the population at each Type II Indonesian Air Force Hospital (RSAU).

The statistical analysis aimed to explore the associations between job satisfaction, psychological empowerment, and organizational commitment among nurses. Reliability assessment demonstrated strong internal consistency, with Cronbach's alpha values well above the accepted cutoff of 0.70 for all three instruments. Specifically, the alpha coefficients were 0.98 for Job Satisfaction, 0.97 for Psychological Empowerment, and 0.98 for Organizational Commitment, confirming that the scales used were highly dependable for measuring the intended constructs.

Table 2. Internal Consistency for Instruments.

Construct	Item	Cronbach's alpha	Construct	Item	Cronbach's alpha	Construct	Item	Cronbach's alpha
Job Satisfaction	JS1	0.98	Psychological Empowerment	PE1	0.97	Organizational Commitment	OC1	0.98
	JS2			PE2			OC2	
	JS3			PE3			OC3	
	JS4			PE4			OC4	
	JS5			PE5			OC5	
	JS6			PE6			OC6	
	JS7			PE7			OC7	
	JS8			PE8			OC8	
	JS9			OC9				
	JS10							

The questionnaire used to assess job satisfaction is detailed in Table 3 below :

Table 3. Job Satisfaction's Questionnaire Result

Code	Indicator	Statement	Disagree	Neutral	Agree
JS1	<i>Pay satisfaction</i>	The salary I receive meets my expectations.	19%	57%	24%
JS2	<i>Pay satisfaction</i>	The salary I receive provides security for my livelihood.	27%	35%	38%
JS3	<i>Promotion Satisfaction</i>	In my opinion, promotions are conducted openly based on employee competence.	10%	28%	62%
JS4	<i>Promotion Satisfaction</i>	Promotions are conducted openly based on employees' abilities.	30%	32%	38%
JS5	<i>Supervision Satisfaction</i>	I have a good relationship with the Hospital Director.	21%	52%	28%
JS6	<i>Supervision Satisfaction</i>	The Hospital Director gives recognition for good nursing performance.	21%	22%	57%
JS7	<i>Co-worker Satisfaction</i>	My coworkers at my workplace are pleasant.	16%	56%	29%

JS8	<i>Co-worker Satisfaction</i>	My coworkers are responsible for their tasks.	24%	24%	52%
JS9	<i>Satisfaction with the work itself</i>	I feel I have freedom in doing my work.	23%	22%	55%
JS10	<i>Satisfaction with the work itself</i>	I feel I have the opportunity to express my creativity.	9%	36%	54%

The questionnaire results show that indicator related to pay satisfaction received the lowest agreement with only 24% of respondents stating that their salary met expectation. This indicator represents a significant source of dissatisfaction, which may negatively affect motivation and retention. If left unaddressed, such dissatisfaction could contribute to decreased organizational commitment and increased turnover intentions. This finding is consistent with international evidence, a study in public health facilities in Ethiopia, where only 11.6% of respondents were satisfied with their salary package (Ayalew et al., 2019). In comparison, promotion satisfaction indicator showed stronger results, with almost 62% of nurses agreeing that promotions were conducted transparently based on competence. Regarding supervision satisfaction, 52% of respondents gave a neutral response regarding having a good relationship with the Hospital Director. For the co-worker satisfaction indicator, 56% of respondents also gave a neutral response to the statement about having a pleasant coworkers in the workplace. Meanwhile, more than 50% respondents agreed with statements related to satisfaction with the work itself. From the job satisfaction questionnaire, the results suggest that extrinsic factors (such as salary) represent the most pressing source of dissatisfaction, while intrinsic factors (such as the meaningfulness of the work) are relatively well regarded. The large number of neutral responses on supervision and co-worker satisfaction may pose a risk. If not addressed, this uncertainty could turn into dissatisfaction and eventually weaken teamwork and trust in leaders. This finding shows that hospital management should improve communication, build better workplace relationships, and provide more supportive leadership.

The following section presents the results related to psychological empowerment aspect. The questionnaire used to measure psychological empowerment is summarized in Table 4 below :

Table 4. Psychological Empowerment's Questionnaire Result

Code	Indicator	Statement	Disagree	Neutral	Agree
PE1	<i>Meaning</i>	My work activities are meaningful to the organization	18%	28%	54%
PE2	<i>Meaning</i>	The work I do is personally meaningful to me	0%	29%	71%
PE3	<i>Competence</i>	I am confident in my ability to do my job	16%	56%	29%
PE4	<i>Competence</i>	I have mastered the skills required for my job.	12%	43%	46%
PE5	<i>Self-Determination</i>	I have significant autonomy in determining how I do my job	20%	55%	25%
PE6	<i>Self-Determination</i>	I have considerable opportunity and freedom in carrying out my work.	22%	52%	26%
PE7	<i>Impact</i>	My work has an impact on the organization	23%	22%	55%
PE8	<i>Impact</i>	I have significant influence over what happens in the nursing department.	15%	57%	28%

The result of the questionnaire show that more than 50% respondents agreed with the statements under the meaning indicator, suggesting that most nurses perceive their work as meaningful and personally valuable. In contrast, the competence indicator received low agreement, with only 29% of

respondents expressing confident in their abilities. Limited training availability and inadequate supervisory guidance may contribute to low competence perceptions, highlighting a critical area for improvement. The self-determination indicator showed that more than 50% respondents gave a neutral response regarding their autonomy in performing their job and their opportunities and freedom at work. The neutral responses show a sense of uncertainty, indicating uncertainty about their level of independence in carrying out job responsibilities. The weakest results were observed in the impact indicator, only 28% of respondents agreed that they have significant influence over what happens in the nursing department. This shows that nurses feel they are not involved in decision making and have little influence on organizational outcomes.

The questionnaire used to measure organizational commitment is shown in Table 5 below :

Table 5. Organizational Commitment's Questionnaire Result

Code	Indicator	Statement	Disagree	Neutral	Agree
OC1	<i>Affective commitment</i>	I feel a sense of closeness with my coworkers.	25%	37%	38%
OC2	<i>Affective commitment</i>	I feel that the work atmosphere is pleasant.	22%	23%	55%
OC3	<i>Affective commitment</i>	I feel motivated at work.	22%	52%	26%
OC4	<i>Continuance commitment</i>	I have opportunities for promotion.	12%	43%	46%
OC5	<i>Continuance commitment</i>	The salary and benefits I receive are in line with the cost of living.	21%	50%	30%
OC6	<i>Continuance commitment</i>	I receive training programs that are beneficial for my career development.	24%	52%	24%
OC7	<i>Normative commitment</i>	The Hospital Director shows attention by providing coaching and training for task completion.	26%	36%	38%
OC8	<i>Normative commitment</i>	I feel the organization provides opportunities to take on new tasks.	22%	23%	55%
OC9	<i>Normative commitment</i>	The Hospital Director helps us when we are in difficulty	12%	33%	54%

The results of the questionnaire show that the respondents's answers to the affective commitment indicator were varied. About 38% respondents agreed with the statement regarding their sense of closeness with coworkers. For the statement about a pleasant work atmosphere, 55% of respondents agreed. Meanwhile, only 26% respondents agreed with the statement that they feel motivated at work. The results indicate that while supportive relationships and a pleasant work environment contribute positively, they are not enough to build strong emotional attachment or motivation. For the continuance commitment indicator, 30% of respondents agreed that the salary and benefits are in line with living cost and only 24% respondents agreed that they have received training programs. The results show that nurses perceive both compensation and training opportunities as insufficient, which may reduce their reason to stay in the organization. Without clear benefits or career growth opportunities, the risk of turnover may increase. The normative commitment indicator showed that more than 50% of respondents agreed regarding statements about the organization provides opportunities to take on new tasks and that the Hospital Director offers support during times of difficulty. This shows that nurses may feel obligated to stay because of chances to take on different

tasks and support from leaders. However, commitment based on duty alone is less stable than affective commitment, which grows from genuine motivation and job satisfaction.

To evaluate the strength and direction of the linear relationships among Job Satisfaction, Psychological Empowerment, and Organizational Commitment, Pearson’s correlation analysis was conducted. The findings are summarized in Table 6.

Table 6. Correlations Result for Job Satisfaction, Psychological Empowerment, and Organizational Commitment

Construct	Correlation with Job Satisfaction	Correlation with Psychological Empowerment	Correlation with Organizational Commitment	p-value
Job Satisfaction	1.0	0.99	0.99	< .001
Psychological Empowerment	0.99	1.0	0.99	< .001
Organizational Commitment	0.00	0.99	1.0	< .001

The Pearson correlation coefficients (*r*) indicated strong positive associations among the three constructs. Job Satisfaction correlated significantly with both Psychological Empowerment ($r = 0.99$, $p < .001$) and Organizational Commitment ($r = 0.99$, $p < .001$). Similarly, Psychological Empowerment was highly correlated with Organizational Commitment ($r = 0.99$, $p < .001$). These results provide evidence of robust positive relationships among the variables and show that nurses who are more satisfied with their jobs also feel more empowered in their work. Greater job satisfaction is closely linked to stronger loyalty and commitment to the organization. Likewise, nurses who feel empowered are more likely to stay committed to their workplace, highlighting the importance of creating both satisfying and empowering work environments.

DISCUSSION

Absenteeism records from Type II Indonesian Air Force Hospitals (RSAU) indicate a phenomenon of low nurse attendance, with the minimum target being 97%. Descriptive analysis suggests that this low attendance reflects aspects of nurses's organizational commitment. Specifically, it indicates low emotional attachment to the organization, a low desire to remain based on cost-benefit considerations, and a tendency to leave the organization due to external pressures. It was found that nurses expressed a desire to leave their current hospital due to job dissatisfaction and excessive workload. This findings highlight the need for the organization to address factors related to job satisfaction and to support a better work-life balance for nurses. Study in Indonesian hospitals show that poor work-life balance and low quality of work-life significantly reduce nurses’s organizational commitment (Pasinringi & Sari, 2020; Shabir & Gani, 2020).

Based on both theoretical perspectives and questionnaire’s result, the findings of this study indicate that if the management of Type II Indonesian Air Force Hospitals (RSAU) intends to enhance nurses' job satisfaction, it is important to maintain JS3 ('In my opinion, promotions are conducted openly based on employee competence') as the highest-contributing indicator, and at the same time, priority should be given to improving JS1 ('The salary I receive meets my expectations') as the lowest-scoring indicator. Attention should also be directed toward JS5 ('I have a good relationship with the Hospital Director') and JS7 ('My coworkers at my workplace are pleasant'), as these emelents play a central role in shaping the overall work enviroment. These findings indicate that salary, career development, and workplace relationships play a significant role in influencing nurse’s job satisfaction, consistent with the conclusions of the study by Pamungkas. (Pamungkas et al., 2024).

Psychological empowerment among nurses requires significant improvement, particularly in the area of self-determination. Only 25% of nurse agreed with indicator PE5 ('I have significant autonomy in determining how I do my job'), suggesting that autonomy remains limited. In addition, efforts should be made to enhance PE3 ('I am confident in my ability to do my job'), along with consideration of other relevant indicators, such as PE6 ('I have considerable opportunity and freedom in carrying out my work') and PE8 ('I have significant influence over what happens in the nursing department'). These findings indicate that the self-determination indicators (PE5 and PE6) were the lowest-rated components of psychological empowerment. A study in 2025 involving Turkish nurses reported similar results, suggesting that limited autonomy and self-determination may represent a broader issue in nursing practice across different healthcare systems (Hashemi et al., 2025). Previous studies have emphasized the critical role of self-determination in enhancing empowerment and optimizing clinical performance (Monje-Amor et al., 2021). This implies that increasing decision-making authority and professional independence is essential to enhance empowerment in nursing practice.

Organizational commitment was identified as an area requiring improvement. To strengthen organizational commitment, it is important to improve OC3 (I feel motivated at work), as well as other relevant indicators, such as OC5 ('The salary and benefits I receive are in line with the cost of living) and OC6 ('I receive training programs that are beneficial for my career development.'). These findings reinforce previous research demonstrating that professional training and career development opportunities can improve nurses's organizational commitment (Yan et al., 2023). Findings highlight that sustaining nurses' long-term organizational commitment depends on both intrinsic motivation, such as professional development, and extrinsic rewards, including salary and benefits.

The role of job satisfaction is crucial in enhancing organizational commitment. The findings of this study are consistent with the organizational behavior theory proposed by Colquitt et al. (2018), which states that psychological empowerment, as an individual characteristic, can influence organizational commitment as an individual outcome when mediated by individual mechanisms, in this case, job satisfaction. These findings also support the views of other researcher, who stated that psychological empowerment affects organizational commitment through the mediation of job satisfaction (Nikpour, 2018). Our study shows that the same patterns also apply in the Indonesian nursing context. This confirms that job satisfaction is a critical mediating factor between psychlogical empowerment and organization commitment, and points to the importance of management strategies that strengthen both at the same time.

LIMITATION OF THE STUDY

Parameters that have not yet been studied, which could serve as reference variables for future research, include organizational culture, ability, personality, or other variables relevant to the research topic. These can present opportunities for future researchers to conduct further studies and contribute additional references to the field of human resource management.

CONCLUSIONS AND SUGGESTIONS

CONCLUSIONS

Job satisfaction plays an important role in enhancing the organizational commitment of nurses in Type II Indonesian Air Force Hospitals (RSAU). Good organizational commitment can be achieved when nurses experience job satisfaction that meets their expectations. The study's findings indicate that psychological empowerment as an individual characteristic, can affect organizational commitment as an individual outcome, with job satisfaction serving as the mediating mechanism. These results have significant implications for hospital management, suggesting that hospital leaders

should implement strategies to enhance psychological empowerment such as increasing autonomy, recognizing performance, and supporting professional competence since these factors contribute to greater job satisfaction and organizational commitment. By fostering job satisfaction, hospitals can reduce nurse turnover intention, strengthen workforce stability, and ultimately improve the quality of patient care.

SUGGESTIONS

The OC6 indicator ('I receive training programs that are beneficial for my career development') plays an important role in supporting the organizational commitment and therefore should be maintained. The author recommends implementing career development training programs, such as every three months, hospitals can organize workshops on clinical expertise and leadership skills, ensuring that participation is recorded and factored into promotion assessments. In addition, the JS3 indicator ('In my opinion, promotions are conducted openly based on employee competence') demonstrates how transparent promotion contributes to job satisfaction. To address this, hospitals could establish clear promotion guidelines and criteria, publish them through internal communication channels, and ensure annual evaluations are managed by independent committees. The PE5 indicator ('I have significant autonomy in determining how I perform my work') highlights the critical role of autonomy in nursing practice. Hospital leaders should support this by introducing flexible scheduling arrangements, grant nurses the authority to adjust patient care plans under hospital protocols, and conduct periodic feedback sessions to monitor both autonomy and skill development.

ETHICAL CONSIDERATIONS

Data for the questionnaire used are anonymous and participants did not provide any personal information

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Conflict of Interest Statement

The authors declare there is no conflict of interest

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