

## **The Influence of Psychological Empowerment and Innovative Work Behavior on Organizational Commitment: A Study on Higher Education Student Institutions in Cirebon**

**Putri Marsyaluna<sup>1)</sup>, Puput Mutia<sup>2)</sup>, Anna Suzana<sup>3)</sup>**

<sup>1,2,3)</sup>Management Study Program/ Faculty of Economics and Business, Swadaya Gunung Jati, Indonesia

\*Corresponding Author

Email: [annasuzfeb@ugj.ac.id](mailto:annasuzfeb@ugj.ac.id)

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### **Abstract**

*This study aims to analyze the influence of psychological empowerment and innovative work behavior on the commitment of students involved in student organizations. With a descriptive quantitative approach, this study involved 101 respondents selected from a homogeneous population using probability sampling technique, namely simple random sampling. Data were collected through a questionnaire designed to measure the variables of psychological empowerment, innovative work behavior, and organizational commitment. Data analysis was carried out using the validity test to have a value of  $>0.70$  and the reliability of all the constraint indicators of each variable showed a value of more than 0.7. Furthermore, VIF value results of  $<10$  have passed the Multicollinearity Test conducted to identify the relationship between independent variables, with an R Square value of 68.9% as an indicator of the strength of the relationship between variables in the moderate category. The research findings show that psychological empowerment and innovative work behavior have a positive and significant effect on student organizational commitment. The R Square obtained shows that this model is able to explain the proportion of variation in student organization commitment in designing empowerment programs that can increase the commitment of its members*

**Keywords:** *Psychological Empowerment, Innovative Work Behavior, Organizational Commitment, Students*

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## **INTRODUCTION**

In the context of student organizations, the interaction dynamics between individuals and groups are often very complex. As future leaders of the younger generation, students have great potential to contribute innovatively to various organizational activities. However, students usually face challenges that hinder student creativity engagement. Psychological empowerment is key in creating an environment that supports students to feel more engaged and motivated. When students feel empowered, they show a higher level of commitment to the organization, which can increase student participation in the organization's activities. Innovative work behavior among students is crucial to developing new ideas to improve the organization's effectiveness. However, without adequate organizational support, many students feel hampered to innovate. This shows the need for a better comprehension of the influencing factors for innovative behavior in the context of student organizations. Organizational commitment is central to linking psychological empowerment and innovative work behaviors. It is important to stress the reciprocal relationship between these factors. Students with firm commitment to the organization tend to be more motivated to contribute actively and creatively. At the same time, a culture of psychological empowerment can foster innovative work behaviors. This interconnectedness of organizational commitment, psychological empowerment, along with innovative work behaviors is a key insight for the future of student organizations.

An organization is a structured group with the same vision and mission to achieve a common goal. Generally, in every university, there are several student organizations. ORMAWA stands for Student Organization, which is interpreted as a vehicle and means for student self-development towards expanding insight and improving intellectuality and personality integrity to achieve higher education goals. The implementation of student organizations in higher

education is based on the principle of, by, and for students by giving students more significant roles and powers (Ministry of Education and Culture No.155/U/1998). Therefore, the success of student organizations in achieving their goals and carrying out their functions is determined mainly by the human resource quality that runs the organization (Student Organization et al., 2024). However, often in student organizations, human resources experience problems such as stress, anxiety, and mental health problems because of the many academic tasks and organizational tasks that students must do together to affect the work behavior of students in carrying out their obligations as members of the organization.

According to (Ardana, 2012) an organization's success is highly determined by human performance. Human resources are very important and valuable assets owned by an organization. Therefore, human resources must be managed in such a way that they are practical and successful in achieving the organization's vision as well as its mission (Foenay et al., 2023). Human resource management in student organizations can be done through psychological empowerment. Empowerment is the handover of authority and responsibility from organizational leaders to organizational members (Pradnyantara, 2018). Empowerment will occur if organizational leaders can control their work lives.

Psychological empowerment, as defined by (Wibowo, 2012), is a state where the feelings of self-efficacy of workers increase and reduce and eliminate a condition that causes helplessness. Self-efficiency is a situation where employees can complete work properly and correctly. Self-efficiency can occur if the members of the organization have good actual abilities. Psychological empowerment can motivate and trigger organizational members to be more effective in the organization so that organizational members can be involved in many activities that affect the organization's work. Psychological empowerment in student organizations in student organizations is not only beneficial for the individual but also for the success of the organization as a whole. By creating a culture of empowerment, organizations can facilitate the development of student potential, increase innovation, and achieve shared goals more effectively.

Activities in student organizations that are unusual can pose challenges in their implementation. Members of the organization must carry out their duties and functions by designing the activities to be carried out. The performance of organizational members is significant; this is evident from the organization's activities in completing activities optimally because the success of organizational members becomes the organization's success. Organizational members must be more innovative and creative in carrying out their duties to achieve organizational goals (Tico et al., 2023). Innovation is essential in every aspect of managing a student organization. The creativity of the organization's members significantly contributes to achieving its goals and enhancing overall organizational performance.

Innovative performance behaviors make organizational members pursue proactive behavior in forming personal initiatives and new ideas directly related to effective organizational performance (Afsar & Badir, 2017). Innovative and creative behavior is important for organizations because it motivates members to improve their performance and achieve goals (Conditions for Innovation in Public Sector Organizations, n.d.) This shows that innovative performance behavior among students is very relevant because it helps organization members to prepare themselves for challenges in the world of work, improve the quality of organizational activities, and contribute positively to society. By developing innovation, students improve themselves and impact their communities more.

According to (Hasibuan M, 2007), if human resources are not involved in the organization, then the organization's activities will not run. Commitment is one of the factors used to achieve the organization's goals of maintaining a strong membership. (Suwanto &

Priansa, 2011) said that organizational commitment is loyalty with involvement and identifying feelings that members highlight to the organization. Suppose the organization's commitment has a high organizational commitment. In that case, there will be high motivation to attend and provide innovative ideas. The organization's members desire to be actively involved and help achieve organizational goals. Thus, the organization's commitment to maneuver plays a key role in facilitating psychological empowerment and innovation among its members. By creating a supportive culture, providing support, and building positive relationships, organizations can empower members to contribute innovatively and achieve common goals.

According to Lubbi (2021) in (Handayani et al., 2023) psychological empowerment is essential because psychological empowerment can help students in self-control. Psychological empowerment is the belief that individuals can work according to their abilities and competencies. On the other hand, according to (Andreas Wahyu & Okta Viyanita, 2012) it is explained that psychological empowerment is an attitude that a person has regarding the competencies he has in carrying out his duties and roles in an organization or company. According to Spitzer (2008) (Irkanasetia et al., 2023), psychological empowerment is an internal perception that reflects an individual's attitude toward their role in work, which is characterized by four dimensions: autonomy, competence, impact, and meaning.

According to (Hidayat & Lukito, 2021), psychological empowerment is a deep belief held by individuals about their ability to carry out work related to skills and competencies. This relates to how individuals feel empowered or competent to increase their confidence in completing tasks. Based on this theory, psychological empowerment contributes to individual self-development, increases self-confidence, and strengthens positive perceptions of work or academic performance.

Innovative work behavior refers to individual actions that take the initiative to propose and present new ideas, processes, as well as products within an organization or company. The importance of innovative work behavior for the organization or company is that ideas or innovations created by employees will help the organization or company more able to compete with other organizations or companies. Innovative work behaviors can encourage individuals to use the influence of self-leadership strategies and apply new ideas to face challenges and solve problems in the company (Oukes T., 2010). The innovative behavior of organizational members is needed by every organization, as well as the courage to innovate and develop a creative idea into a new reality. On the other hand, organizational members will have the courage to be directly involved in taking risks when the idea fails (Hadi et al., 2020).

Innovative work behaviour is defined as a behavior form that intends to achieve the creation and introduction of new ideas, processes, procedures, or products that benefit the organization, (Wibawa, 2019) said. That innovative work behavior is not only about developing new ideas. Organizational members must also explore arrangements to find needs, discuss the goals of innovation, and gather what is needed by current members to implement ideas that have already been implemented (Jeroen De Jong & Deanne Den Hartog, 2010)

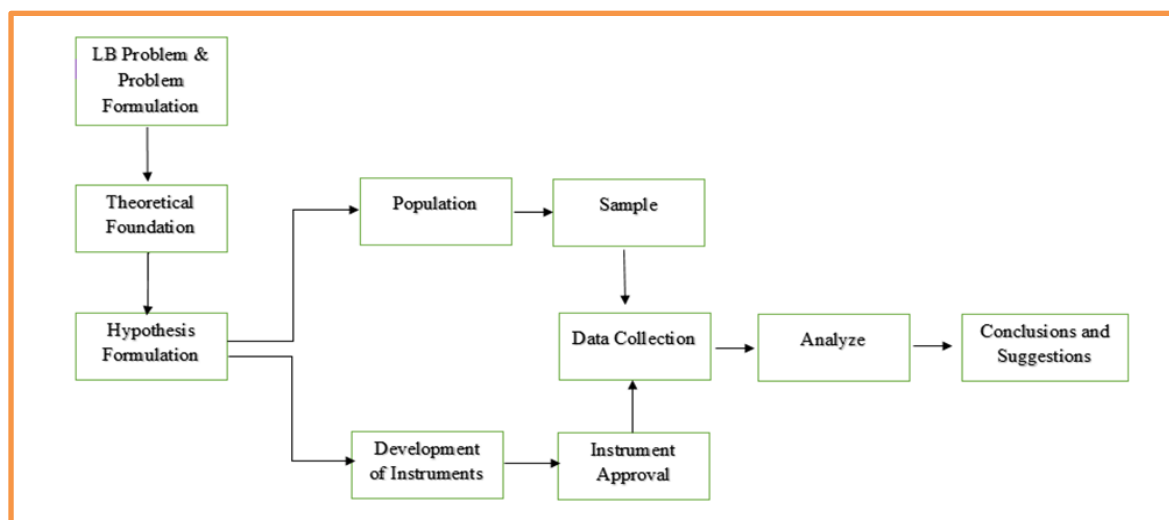
The definition of commitment in today's era of globalization goes beyond simply being willing to remain with an organization for an extended period. Various factors characterize globalization, and commitment involves more than just the duration of an employee's tenure with an organization. Currently, commitment means that the members of the organization are willing to give their best to the organization, even willing to do something within the limits given to the members (Tiara & Amri, 2017). According to (Mathis, R. L., & Jackson, J. H. , 2001 ), the organization's commitment is the extent to which an individual trusts and accepts the goals and the desire to stay as a part of the organization. (Luthans, F , 2011) said that organizational commitment shows a person identifying his engagement in an organization because

organizational commitment can cause a person to develop a strong sense of belonging to the organization.

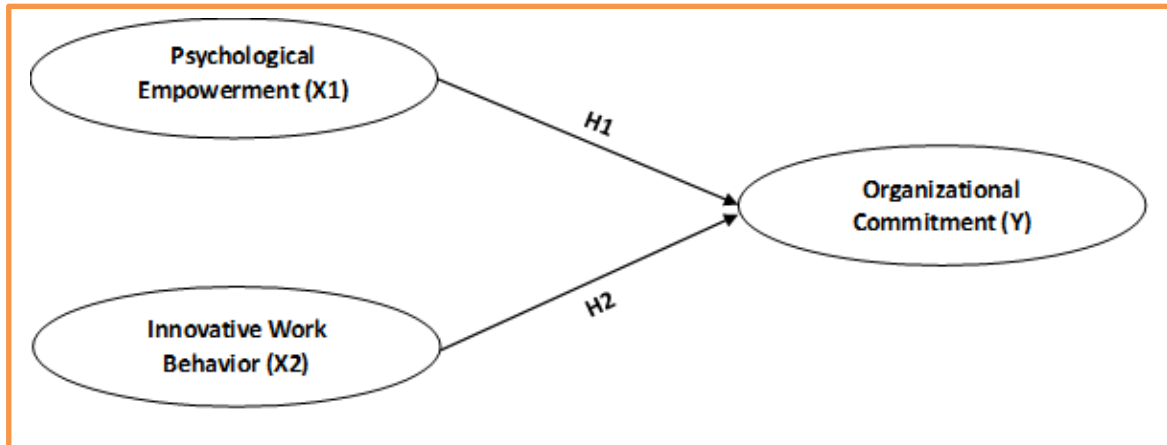
As defined by (Allen, N. J & Meyer, J. P, 2004) organizational commitment consists of three dimensions. Affective commitment, which is the first dimension, involves emotional attachment, identification, as well as involvement of organizational members in the company. Second, this continuance commitment is based on losses related to the departure of organizational members from the company. Third, normative commitment is the obligation to remain within the company because it has to be like that. Resilient students apply effective coping strategies and make proactive preparations to face challenges in the organization. This has a positive impact that strengthens the psychological connection between students and the organization, thus influencing their level of commitment to the organization (Lee & Kim, 2023).

## RESEARCH METHODS

This research implements quantitative research method of surveys and data collection techniques in the form of questionnaires (questionnaires). According to (Sugiyono , 2019) questionnaires are A data collection method that provides respondents with questions or statements to answer. The questionnaire can consist of closed-ended or open-ended questions or statements; it can be administered to the respondent in person or sent via post or the Internet.

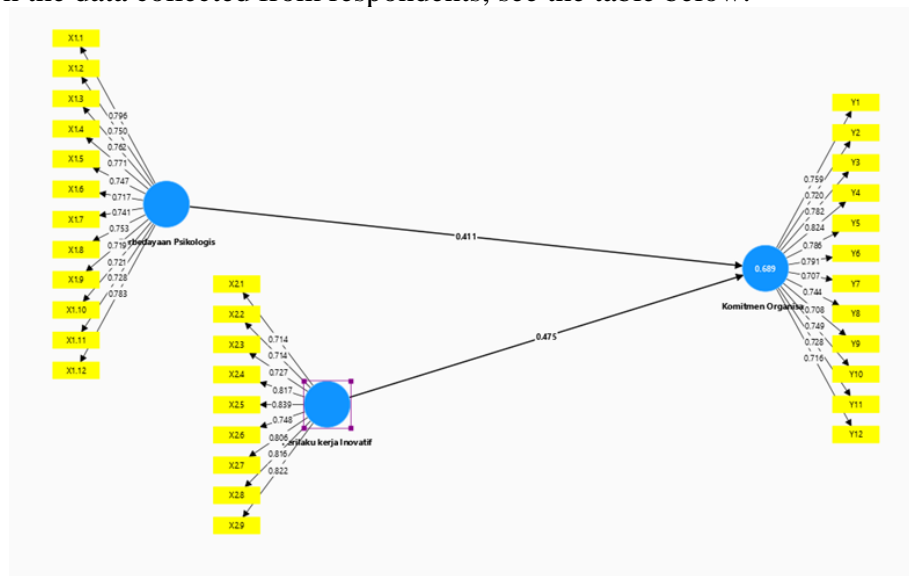


As stated by (Sugiyono , 2019): Population is a generalized area that consists of subjects or objects, determined by the researchers, that shares specific characteristics as well as quantities and is studied to draw conclusions. The population used for this study is a homogeneous population with the same characteristics. One of them is gender, age, and educational background. These students participate in student organizations at universities in Cirebon, as many students do. (Sugiyono , 2019) states that samples represent a population's number and characteristics. The study's sample was determined using the simple random method, which is included in the probability sampling technique. Sugiono (Sugiyono , 2019) states, probability sampling is a technique for collecting sample that gives each element (member) of the population equal opportunities to be chosen as part of the sample. The technique of probability sampling is used with a simple random sampling type. It was found that as many as 101 respondents were students who participated in student organizations at universities in Cirebon. This research was performed on university students who participated in organizations in Cirebon, West Java, Indonesia.



## RESULT AND DISCUSSION

Based on the data collected from respondents, see the table below:



Source: Data Processed by Researchers (2025)

An outer model is a form that describes the relationship between an indicator and each of its latent variables. Below is the calculation results:

### 1) Convergent Validity

The construct is stated as valid and meets the study's requirements, if the outer loading value exceeds 0.7. From the results of the calculation of load that the researcher has conducted, all the constraint indicators of each variable show a value of more than 0.7. So, all indicator items are declared to be valid convergent.

### 2) Discriminant validity

Based on the outer model results, the cross-loading value in psychological empowerment contracts, innovative work behaviors, and organizational commitment has a more excellent constraint value than other constraint values.

**Table 1**

|                                | <b>Cronbach's Alpha</b> | <b>Rho_A</b> | <b>Composite realibility</b> | <b>AVE</b> |
|--------------------------------|-------------------------|--------------|------------------------------|------------|
| <b>Pemberdayaan psikologis</b> | 0,929                   | 0,931        | 0,939                        | 0,562      |
| <b>Perilaku kerja inovatif</b> | 0,920                   | 0,929        | 0,933                        | 0,608      |
| <b>Komitmen organisasi</b>     | 0,930                   | 0,935        | 0,940                        | 0,566      |

3) Cronbach's Alpha

Based on this data, it is known that Cronbach's Alpha is at the psychological empowerment variable of 0.929, the innovative work behavior variable of 0.920, and the organizational commitment variable of 0.930 when the variable shows a value of >0.70.

4) Composite Reliability

Based on these data, it is known that composite reliability (rho\_a) and composite reliability (rho\_c) in the variables of psychological empowerment, the variable of innovative work behaviour, as well as in the variable of organizational commitment have a value of >0.70, a conclusion can be made that each variable has met the requirements of research and reliability.

5) Average Variance Extracted (AVE)

As can be seen from these data, the AVE value in the psychological empowerment variable is (0.562), in the innovative work behavior variable is (0.608), and in the organizational commitment variable is (0.566). The three variables have a value of >0.50, so a conclusion can be made that all valid variables are convergent.

**Table 2**

*R Square*

|                                 | <b>R Square</b> | <b>R Square Adjusted</b> |
|---------------------------------|-----------------|--------------------------|
| 6) F <b>Komitmen Organisasi</b> | 0.689           | 0.683                    |

The R-squared value in the organizational commitment variable is 0.689, which is an indication that the variables of psychological empowerment as well as innovative work behaviour simultaneously (together) can explain the organizational commitment variable of 68.9%. So, the model is in the medium category.

**Table 3**

*Multikolinearitas*

|  | <b>VIF</b> |
|--|------------|
| <b>Pemberdayaan Psikologi -&gt; Komitmen Organisasi</b>  | 2.307      |
| <b>Perilaku Kerja Inovatif -&gt; Komitmen Organisasi</b> | 2.307      |

Source: Data Processed by Researchers (2025)

7) Multikolinearitas

From this data, the VIF value results of <10 have passed the Multicollinearity Test.

Tabel 4

*Hypotesis Testing*

|  | Original<br>Sampel<br>(O) | Sample<br>mean<br>(M) | Standar<br>deviation<br>(STDEV) | T<br>statistics<br>( O/STDE<br>V) | P<br>values | Results     |
|--|---------------------------|-----------------------|---------------------------------|-----------------------------------|-------------|-------------|
| Pemberdayaan psikologis -> komitmen organisasi | 0.411                     | 0.424                 | 0.105                           | 3.935                             | 0.000       | significant |
| Perilaku kerja inovatif -> komitmen otganisasi | 0.475                     | 0.469                 | 0.111                           | 4.260                             | 0.000       | significant |

The explanation is as follows:

The table above proves that "Psychological Empowerment significantly affects Organizational Commitment," with a p-value of 0.00 (<0.05). A significant level of research was used, 0.05%. So, the first hypothesis is that "Psychological Empowerment significantly affects Organizational Commitment." The data also proves that "Innovative Work Behavior significantly affects Organizational Commitment," with a p-value of 0.00 (<0.50). Using the level of research significance of 0.05%. Thus, the second hypothesis, "Innovative Work Behaviour significantly affects Organizational Commitment," is accepted.

**CONCLUSION**

Therefore, it is clear that psychological empowerment along with innovative work behaviors positively and significantly impact organizational commitment. Students who feel supported and free to innovate within the organization tend to have stronger ties and are committed to the organization's goals. In addition, innovative work behavior also plays an important role, where students who actively innovate feel more appreciated and motivated to contribute more to the organization. This research emphasizes the importance of creating an environment that supports empowerment and innovation to increase organizational commitment so that student organizations can operate more effectively and achieve their expected goals. These findings provide valuable insights for student organization managers in formulating strategies that can encourage the involvement and commitment of their members.

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