THE ROLE OF EMPOWERMENT ON AFFECTIVE COMMITMENT MODERATED BY EMPLOYEE ENGAGEMENT AND TRUST IN SUPERVISORS

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Abstract	This study aims to examine the influence of employee empowerment on affective commitment, moderated by employee engagement and trust in supervisors. A quantitative approach was employed, utilizing a structured questionnaire as the data collection tool. The data were collected from a purposive sample of 327 employees working at UT's central and regional offices. Before distribution, validity and reliability tests were conducted to ensure the quality of the instrument. The collected data were analyzed using Structural Equation Modeling (SEM) with AMOS. The results indicate that employee empowerment positively affects affective commitment, and this relationship is moderated by employee engagement and trust in supervisors. Based on these findings, UT management should prioritize developing empowerment programs that foster employee engagement and maintain trust in supervisors to enhance the affective commitment of educational staff.
Keywords	Empowerment, Employee Engagement, Trust in Supervisors, Affective Commitment.

INTRODUCTION

In contemporary economics, concepts such as autonomy, empowerment, employee knowledge, commitment, and work engagement are widely applied to improve organizational performance. Both companies and the scientific literature emphasize significant differences in approaches to organizational management. Different types of organizations, which vary in products, technological capabilities, size, workforce, and objectives, require tailored management strategies. Even similar organizations may exhibit notable differences in power delegation (Robbins et al., 2013).

Employees who face various role demands must dedicate substantial time to addressing customer needs, managing issues, and resolving complaints. As a result, they play a pivotal role in delivering services and providing effective solutions to customer problems (Uddin, 2023) and serve as a key strategy for coping with stress (Yusriani et al., 2023). Therefore, employees are vital resources in building superior organizational performance that meets the needs of those they serve. Organizational performance refers to the evaluation of employee behavior concerning specific tasks or assignments within an organization (Kalogiannidis, 2021; Robbins et al., 2013).

Given this, it is crucial for organizations to critically assess the motivational approaches employed by managers and their effectiveness in enhancing employee commitment, productivity, and long-term organizational performance (Kalogiannidis, 2021; Gunarto et al., 2024). Employees are considered the most important asset of an organization, which is why organizations focus on attracting, retaining, and nurturing talented and committed workers (AlKahtani et al., 2021). Employees are considered the most important asset of an organization, which is why organizations strive to attract, retain, and maintain talented and committed workers (AlKahtani et al., 2021). The significance of commitment is reinforced by Loan's (2020) findings, which suggest that organizational commitment has a positive impact on work performance and job satisfaction. Consequently, commitment to knowledgeable employees is crucial to keeping them focused on the organization's goals, preventing excessive individualism, and fostering a willingness to share knowledge, ultimately leading to improved overall performance. Organizational commitment is multidimensional, comprising three distinct mindsets: desire, perceived obligation, and perceived cost of leaving (Powell & Meyer, 2004). These mindsets create three forms of commitment: affective, normative, and continuance commitment (Afshari et al., 2019).

In relation to this, one organization facing issues concerning commitment is Universitas Terbuka (UT). Since its establishment in 1984, UT has evolved into a learning organization in line with technological, communication, and information developments. Following the issuance of Government Regulation No. 39 of 2022, which changed UT's status to a state university with legal entity status (PTNBH), UT has continually sought to improve its organizational performance and achieve its objectives.

Currently, UT employs 2,438 staff members, including civil servants, non-civil servant faculty, and technical staff across central and regional offices. These individuals consistently work together to achieve UT's vision, mission, and organizational goals. Based on studies by Uddin (2023) and Albrecht & Marty (2020), affective commitment among UT employees can be observed through attendance rates, which reflect employee satisfaction, strong identification with the organization, and the personal significance of the organization to employees.

TKT (annual contract workers) in the UT Region. They are elements of the organization that always strive to synergize in achieving the vision, mission, and goals of the UT organization. Based on the study of the research results of Uddin (2023) and Albrecht & Marty (2020), the extent to which the affective commitment of UT employees can be seen, among others, through the level of employee attendance as a representation of employee pleasure in spending the rest of their careers in the organization, a strong sense of belonging to the organization, and that the organization has great personal meaning for employees. Data on the level of attendance of UT employees during the period 2019-2023 can be seen in Table 1.

Table 1. Universitas Terbuka Employee Attendance Level Data 2023 – 2019

Year	PNS (government employees) Lecturer Employees at Centre UT	PNS (government employees) Lecturer Employees at Regional UT	PNS (government employees) administration Staff at Centre UT	PNS (government employees) administration Staff at Regional UT	Employees PTNBH administration Staff at Centre UT	Employees PTNBH administration Staff at Regional UT	Employees PUT PK, PUT PK Incidential at Centre UT	Employees PUT PK, PUT PK Incidential at Regional UT
2023	97.20%	97.49%	97.96%	97.48%	98.40%	98.06%	98.67%	98.88%
2022	98.42%	97.74%	98.29%	97.29	98.52%	97.93%	99.00%	98.67%
2021	99.64%	98.64%	99.46%	98.23%	99.42%	98.08%	99.89%	98.85%
2020	99.01%	98.75%	99.20%	98.54%	98.76%	98.21%	99.58%	99.15%
2019	97.07%	97.94%	97.58%	97.61%	96.91%	97.37%	98.68%	98.76%

Table 1 presents data on attendance rates for UT's technical staff from 2019 to 2023, showing a fluctuation in attendance. Notably, attendance rates for both central and regional staff declined in 2022, which requires attention from UT's top management to address psychological and social factors affecting employee commitment and performance.

During the 1990s and 2000s, organizational commitment remained a central research focus (Meyer et al., 2002). However, significant attention has also been directed toward theory development, revealing that organizational commitment is a multidimensional construct, with antecedents, correlates, and consequences varying across dimensions.

The objective of the present study is to examine and analyze other variables that may strengthen or weaken the relationship between empowerment and commitment. This study specifically focuses on affective commitment (ACS), as proposed by Allen & Meyer (1990) and Meyer et al. (1993). The affective commitment was chosen because it reflects the assertive attitude employees develop toward their organizations (Al Otaibi et al., 2022). Previous studies have demonstrated the link between empowerment and commitment (Meyer et al., 2002; Herscovitch & Meyer, 2002). Yao et al. (2020) revealed a positive relationship between psychological empowerment and affective commitment, emphasizing its significant influence on job performance. Similar findings were reported by Al Otaibi et al. (2023), who identified a significant relationship between affective commitment and work engagement.

The concept of empowerment plays an important role in meeting organizational demands. Researchers view empowerment as a set of organizational structures, institutional arrangements, and practices that grant power and autonomy to lower-level participants within the organization from a social structure perspective (Yao et al., 2020). Empowerment also involves providing employees with access to information, support, resources, and opportunities to complete tasks effectively (Al Otaibi et al., 2023).

Some studies have examined the relationship between psychological empowerment and organizational commitment; however, findings have been inconsistent across different environments, possibly due to the combined effects of affective, normative, and continuance commitment (Attia et al., 2020). This raises the question of whether other variables influence this relationship.

Initial interviews conducted with 30 UT employees revealed that leadership, empowerment, and well-being are essential for job satisfaction, which, in turn, positively impacts overall performance at UT. Employees stated that when they felt empowered, their initiative to engage in various tasks increased. Additionally, the leadership style of their supervisors fostered trust, motivating them to work diligently and achieve optimal performance.

Therefore, based on these interviews, we identified other factors, such as trust and engagement, that may influence the relationship between perceived empowerment and employee commitment within UT. Researchers have posed an important question: Do other factors, such as work engagement or trust, play a role in the relationship between empowerment and affective commitment?

Previous studies by Sahoo et al. (2010), Karim and Rehman (2019), and Azeem and Akhtar (2014) have discussed the roles of engagement and trust in the relationship between empowerment and affective commitment, highlighting their potential significance in shaping employee commitment.

Employee engagement has been extensively studied in organizational behavior, psychology, and industrial psychology (Kaur & Mittal, 2020). Work engagement is positively associated with critical work outcomes, including job satisfaction, extra-role performance, organizational commitment, reduced turnover intent, and lower absenteeism (Ampofo, 2020). This underscores the importance of work engagement in organizational performance. According to Ampofo (2020), engaged employees are likely to form a stronger emotional bond with the organization, while disengaged employees may feel emotionally detached. These findings reveal a connection between empowerment, engagement, and affective commitment. Work engagement is also linked to the strength of employees' affective commitment. Kaur & Mittal (2020) suggested that employees with strong affective commitment are more likely to experience job satisfaction, exhibit higher engagement, and have stronger intentions to remain with the organization, contributing to organizational success (Kaur & Mittal, 2020). Higher levels of affective commitment lead to increased employee engagement (Kaur & Mittal, 2020), which is supported by Uddin's (2023) research demonstrating the relationship between affective commitment and work engagement.

On the other hand, employee empowerment also focuses on fostering trust, motivation, and participation in decision-making (Vu, 2020). Trust between managers and subordinates involves confidence in others' interests and competence, enabling managers to successfully empower their

employees (Vu, 2020). Furthermore, AlKahtani et al. (2021) found that organizations supporting employee empowerment enhance trust and commitment toward the organization. These findings suggest a relationship between empowerment, trust, and affective commitment.

Based on the discussion above, this study aims to examine the influence of employee empowerment on affective commitment, incorporating employee engagement and trust in supervisors as moderating variables.

The formulation of this problem discusses the research gap, specifically the unresolved questions related to the field of study (Kollat et al., 1970; Helgeson et al., 1984). According to Kollat et al. (1970) and Helgeson et al. (1984), research gaps include theoretical and empirical gaps. They assert that theoretical gaps pertain to the models used in research, where researchers reveal the disagreements and debates among scholars regarding these models. Empirical gaps, on the other hand, refer to prior research results and contexts that remain unexplored across various fields, behavioral domains, regions, or countries (Kollat et al., 1970; Helgeson et al., 1984). Two gaps will be discussed in this study: the theoretical and empirical gaps.

The theoretical gap in this research relates to the concept of affective commitment and empowerment. The rapid increase in competition across industries has pressured organizations to focus on their employees and ensure their commitment. Organizational commitment is considered one of the most important goals for any organization to maintain its existence and survival. According to Locke and Latham (1990), committed and loyal employees are key factors in achieving organizational goals. Employees with higher levels of commitment are viewed as more productive, harmonious, and loyal, with greater responsibility and job satisfaction (Karim & Rehman, 2019).

Research by Tirza and Prayekti (2022) indicates that affective commitment plays an essential role in job satisfaction because it motivates employees to increase productivity, which in turn enhances job satisfaction. Conversely, employees lacking affective commitment may experience decreased job satisfaction, leading to disengagement. Job satisfaction refers to an individual's emotional response to their job. Luthans (2018) describes job satisfaction as an outcome of employees' perceptions of how well their job provides them with what they consider important. Therefore, if employees do not receive results that meet their expectations, they become dissatisfied. Indrasari (2017) noted that when results exceed expectations, employees experience satisfaction despite any discrepancies, resulting in positive discrepancies. Conversely, unmet expectations lead to negative discrepancies, increasing dissatisfaction with the job.

In today's dynamic business environment, organizations are making significant efforts to ensure organizational commitment and job satisfaction to maintain and improve productivity. Organizational commitment is widely accepted as beneficial to both organizations and employees, as it fosters a sense of belonging, job security, career development, higher compensation, and increased intrinsic rewards (Azeem & Akhtar, 2014). The primary benefits of employee commitment to organizations include increased employee tenure, reduced turnover, lower training costs, higher job satisfaction, achievement of organizational goals, and optimal product and service quality (Yee et al., 2013). Additionally, employees with higher levels of organizational commitment are more likely to recommend their organization to others and become part of it (Sahoo et al., 2010). These benefits highlight the importance of focusing on organizational commitment (Sahoo et al., 2010; Azeem & Akhtar, 2014).

Prior literature demonstrates that researchers have studied organizational commitment and identified various influencing factors, such as employee empowerment and teamwork (Begley & Czajka, 1993; Reilly, 1994). Employee empowerment is generally understood as the effort to share knowledge, enhance intellectual capacity, and provide autonomy in decision-making (Karim & Rehman, 2019). Amasi (2017) noted that organizations that offer higher levels of empowerment are better positioned to ensure long-term survival in the face of challenges. When analyzing an individual's perception of psychological empowerment, it is essential to examine how it influences their perceived commitment to the organization.

Organizational commitment can be defined as the relative strength of an individual's identification and involvement with a particular organization (Mowday et al., 1979) and is regarded by some scholars as employees' overall attitude toward their organization (Mathieu & Zajac, 1990). However, some view commitment as a multidimensional construct (Meyer and Allen, 2001) comprising three components: affective (want to stay), continuance (need to stay), and normative (ought to stay). According to Allen and Meyer (1990), individuals may experience these dimensions simultaneously but not necessarily in convergence.

Some researchers have posed important questions, such as whether factors like work engagement or trust influence the relationship between empowerment and affective commitment (Sahoo et al., 2010; Karim & Rehman, 2019; Azeem & Akhtar, 2014). Additionally, Sahoo et al. (2010), Karim and Rehman (2019), and Azeem and Akhtar (2014) have discussed the roles of engagement and trust in the relationship between empowerment and affective commitment.

The main reason for focusing on affective commitment is based on the findings of a meta-analysis conducted by Meyer et al. (2002), which revealed that affective commitment has the strongest relationship with various organizational citizenship behavior (OCB) variables, including empowerment (Meyer et al., 2002). Besides these meta-analysis results, other studies also show positive relationships, such as the assumption that affective commitment is positively related to behaviors that benefit the organization, such as performance, attendance, empowerment, and retention (Mathieu & Zajac, 1990; Jaros, 2007; Lance, 1988; Randall, 1990).

Thus, researchers like Mathieu and Zajac (1990), Jaros (2007), Lance (1988), Randall (1990), Sahoo et al. (2010), Karim and Rehman (2019), and Azeem and Akhtar (2014) have highlighted the need to explore the roles of employee engagement and trust in management in the relationship between empowerment and affective commitment. Therefore, this study will analyze the role of employee engagement and trust in supervisors as moderators of the relationship between empowerment and affective commitment.

The empirical gap in this research relates to the context of the study. Specifically, similar studies are scarce in Indonesia, while more have been conducted in Europe and America. Based on the author's literature review, there have been few studies in Indonesia over the past 5–10 years on affective commitment and empowerment, and none of them have included employee engagement and trust in management as either mediating or moderating variables.

For instance, Setiawan and Piartrini (2018) explored the impact of employee empowerment and job stress on organizational commitment in housekeeping departments. Their results indicated a significant positive effect of employee empowerment on organizational commitment, while job stress had a significant negative effect.

Similarly, Desniari and Dewi (2020) studied the effects of employee empowerment, organizational support, and compensation on organizational commitment. Their results demonstrated that employee empowerment, organizational support, and compensation positively and significantly influenced organizational commitment.

Putratama and Puspitadewi (2021) examined the relationship between work ethics and organizational commitment, finding a strong and positive relationship between work ethics and organizational commitment. In a study on the impact of affective commitment on organizational citizenship behavior (OCB) among banking employees, Arestia (2022) found a positive correlation between affective commitment and OCB, indicating that higher affective commitment leads to

increased OCB.

Finally, Kurniawan and Safitri (2022) investigated the impact of affective commitment, job satisfaction, transformational leadership, and employee empowerment on OCB, finding that job satisfaction and transformational leadership had a positive and significant effect, while affective commitment and employee empowerment had no significant impact.

From these studies, it is clear that none of them explored the role of employee engagement and trust in management as moderating or mediating variables in the relationship between empowerment and affective commitment. Therefore, the aim of this thesis is to gain insight into the relationship between employee engagement, organizational identification, and the empowerment of knowledgeable workers, considering the rapidly changing technological work environment. Specifically, this study focuses on affective commitment, where employees prefer to stay within the organization. Affective commitment is associated with several beneficial behaviors.

As outlined earlier, it is crucial to keep knowledgeable workers focused on the organization's overall goals. Additionally, retaining knowledgeable employees within the organization is essential for preserving their expertise. Moreover, the moderating effects of work engagement and trust in management on this relationship will be explored.

METHOD

Research Design in this study adopts a quantitative research approach, as the data is presented numerically. According to Sandelowski (2000), quantitative research is characterized by the extensive use of numbers, starting from data collection and data interpretation to the presentation of results. Consistent with Sandelowski's (2000) view, Creswell (2012) also defines quantitative research as an approach that utilizes quantitative methods to describe social phenomena or explain how these phenomena relate to one another in society. The research method used in this study is a survey method. As noted by Cooper and Schindler (2014), the survey method is used to obtain data from natural settings, with researchers intervening through data collection techniques such as distributing questionnaires, conducting structured interviews, and administering tests.

The survey research method involves gathering data from respondents through a series of questions and statements that sample the population, thus representing the entire population (Cooper & Schindler, 2014). Data collection techniques employed include observation and

questionnaires (Cooper & Schindler, 2014; Hendrian & Patiro, 2020).

Information Sources: The study relies on two types of data: primary and secondary. Primary data includes all data collected directly through the completion of questionnaires, interviews, and observations related to empowerment, affective commitment, employee engagement, and trust in supervisors within the civil service (ASN/PNS) at the central and regional offices of Universitas Terbuka. Secondary data is obtained through document studies and literature reviews, comprising employee records, Dekranasda profiles, and books on concepts and theories related to empowerment, affective commitment, employee engagement, and trust in supervisors.

Research Instruments: The instruments used in this study include questionnaires and interview guidelines. The interview guidelines are semi-structured, while the questionnaire responses are scored using a five-point rating scale. Prior to their use in the study, the instruments were tested for validity and reliability to ensure consistency across multiple measurements. The instruments were then used to collect field data.

Operationalization of Variables: Operational definitions are necessary to clarify abstract concepts and translate them into measurable elements (Bougie & Sekaran, 2019). These measurable elements serve as indices for assessing the concepts under investigation (Bougie & Sekaran, 2019). The operationalization of variables is critical in ensuring clear measurement and understanding of each concept being studied. Variables are defined and measured using relevant dimensions and indicators to reflect the constructs examined in this study.

Employee Empowerment: Defined as the delegation of adequate authority and responsibility to complete tasks and make decisions (Spreitzer, 1995). The dimensions include work autonomy, control, influence over the job and work environment, freedom to organize work, and involvement by supervisors. These dimensions are measured using a Likert scale ranging from 1 (strongly disagree situations) to 5 (strongly agree).

Trust in Supervisor: This is a psychological state where individuals engage in uncertain with positive expectations of changes (Rousseau, 1998; Simpson, 2007). The dimensions include benevolence (concern for subordinates), integrity (alignment of actions and words), predictability (consistent behavior), and competence (good skills and attitudes). The Likert scale is similarly used.

Employee Engagement: Engagement is the persistent positive motivational state of employees characterized by vigor, dedication, and absorption (Wollard & Shuck, 2011). Indicators include feeling strong and enthusiastic at work, difficulty detaching from tasks, and joy from fully

engaging in work. These are measured on a Likert scale from 1 to 5.

Affective Commitment: Defined as an emotional attachment to the organization and belief in its values (Meyer & Allen, 1990). Indicators include feelings of belonging to the organization, emotional attachment, and willingness to contribute to its success. This construct is also measured using a Likert scale from 1 to 5.

Data were collected through a combination of literature review, observations, questionnaires, and interviews:

- Literature Review: This involved gathering theories and concepts related to the research variables through books and legislative documents.

- Observation: Observations were conducted on employee empowerment, trust in supervisors, employee engagement, and affective commitment among administrative staff at UT Central and Regional offices.

- Questionnaires: A structured closed-ended questionnaire was distributed to respondents to gather data. Respondents were selected from predefined options based on the variables measured.

The study targeted administrative staff (Tendik) at UT Central and Regional offices, totaling 567 employees. A purposive sampling technique was used to select 327 respondents, consisting of 287 from the UT Central office and 280 from regional offices. Purposive sampling was chosen to meet specific criteria related to the research objectives (Cooper & Schindler, 2014; Bougie & Sekaran, 2019). Considering the use of SEM-AMOS for data analysis, the minimum sample size follows the guidelines by Chin et al. (1995), which suggest using at least 10 times the number of formative indicators for each latent variable. In this case, 240 respondents were deemed sufficient, and the sample size of 327 exceeded this requirement, ensuring robust analysis (Chin, 1998; Hair et al., 2014).

FINDINGS AND DISCUSSION

Findings

This chapter presents the results of the data analysis, which includes descriptive statistical analysis, validity and reliability tests for the measurement model parameters, and structural model testing. Descriptive statistical analysis, validity, and reliability tests in this research were conducted using SPSS 21.0 for Windows. Hypothesis testing and model fit analysis (goodness of fit) were performed using the covariance-based Structural Equation Modeling (SEM) method, supported by

IBM SPSS AMOS software. Data collection in this study was carried out through the direct distribution of questionnaires to 327 respondents, comprising non-civil servant administrative staff at UT (PPPK, PUT PK, and PUT PK Incidental).

Respondent Profile and Characteristics

The respondent profile in this study outlines the demographic characteristics of the individuals who completed the questionnaire.

Table 2. Respondent Profile and Characteristics

Profile	Amount	Percentage
Age		
under 25 years	75	22.9
25 - 35 years	220	67.2
36 - 45 years	32	9.7
46 - 55 years	-	-
Gender		
Male	158	48.3
Female	169	51.7
level of Education		
SMA/SMK/Paket C	53	13.8
Diploma	81	22
Bachelor	193	59.6
Magister	-	
Marital Status		
Married	144	33
Unmarried	183	51.7
Length of service at UT		
0-1 year	15	4.6
1-3 year	90	25.7
3-5 year	147	38.8
5-10 year	62	17.4
Above 10 years	13	8
Monthly expenditure level		
Under 1 million rupiah	78	23.9
1-3 million rupiah	106	32.2
3-6 million rupiah	113	34.7
6-10 million rupiah	25	7.7
Above 10 million rupiah	5	1.5

The respondent profile provides insights into the demographic composition of the sample. Most respondents (67.2%) are aged between 25-35 years, representing the majority of the workforce surveyed. The gender distribution is relatively balanced, with females slightly outnumbering males at 51.7%. Regarding education, a significant portion (59.6%) holds a bachelor's degree, which is indicative of a moderately educated workforce. A majority of the respondents (38.8%) have worked

at UT for 3-5 years, suggesting that the study includes staff with a good understanding of the organization's dynamics. Monthly expenditures reveal that 34.7% of respondents spend 3-6 million rupiah, providing insights into their economic standing. Overall, these characteristics highlight a young, moderately educated, and economically stable respondent group well-suited to the study's focus on empowerment and commitment.
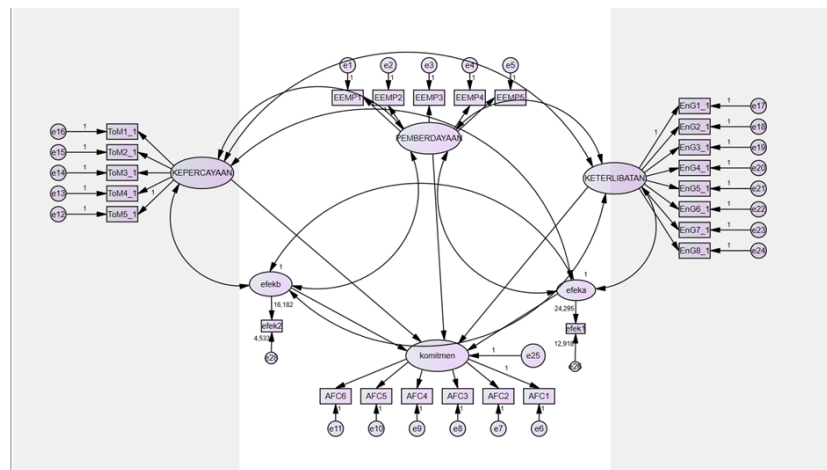
Figure 1. Structural Model of the Research

Source: Data processed with SEM AMOS software 2024

This structural model visually represents the relationships among variables in the study. The diagram demonstrates how empowerment influences affective commitment directly and indirectly through the moderating effects of work engagement and trust in supervisors. The relationships depicted align with the hypotheses, indicating that the model is conceptually robust and supported by the data.

Table 3. Assessment of Normality (Group 1)

Variable	Min	Max	Skew	c.r.	Kurtosis	c.r.
efek2	114.000	625.000	-0.304	-1.757	-0.525	-1.515
efek1	152.000	1400.000	-0.471	-2.721	0.392	1.131
EnG8_1	1.000	7.000	-0.715	-4.129	2.236	6.456
EnG7_1	1.000	7.000	-0.718	-4.145	2.411	6.960
EnG6_1	1.000	7.000	-1.074	-6.201	1.613	4.655
EnG5_1	1.000	7.000	-1.207	-6.969	2.562	7.395
EnG4_1	1.000	7.000	-1.552	-8.958	3.270	9.439
EnG3_1	1.000	7.000	-1.546	-8.924	4.213	12.162
EnG2_1	1.000	7.000	-1.458	-8.420	3.901	11.262
EnG1_1	1.000	7.000	-1.416	-8.176	3.011	8.693
ToM1_1	1.000	5.000	-1.044	-6.025	1.401	4.043
ToM2_1	1.000	5.000	-1.482	-8.555	2.877	8.305
ToM3_1	1.000	5.000	-1.328	-7.670	2.004	5.785
ToM4_1	1.000	5.000	-1.673	-9.658	4.112	11.871
ToM5_1	1.000	5.000	-1.469	-8.484	2.391	6.903
AFC6	1.000	5.000	-2.099	-12.118	7.879	22.745
AFC5	1.000	5.000	-2.463	-14.222	9.960	28.752
AFC4	2.000	5.000	-1.164	-6.720	0.723	2.087
AFC3	3.000	5.000	-1.315	-7.593	0.755	2.179
AFC2	2.000	5.000	-1.361	-7.858	1.463	4.223
AFC1	2.000	5.000	-1.148	-6.627	0.436	1.257
EEMP5	1.000	5.000	-0.839	-4.844	0.148	0.426
EEMP4	2.000	5.000	-0.427	-2.465	-0.710	-2.051
EEMP3	1.000	5.000	-0.793	-4.581	0.670	1.934
EEMP2	2.000	5.000	-0.510	-2.943	-0.116	-0.334
EEMP1	2.000	5.000	-0.285	-1.648	-0.612	-1.766

Multivariate: 327.636, 1.715

Conclusion: The data is normally distributed. Multivariate < 2.58

Source: Data processed with SEM AMOS software 2024

The assessment of normality shows that the data distribution is multivariate normal, with a value of 1.715, which is below the critical threshold of 2.58. This confirms that the dataset meets the normality assumption required for SEM analysis, ensuring the validity of subsequent statistical tests.

Table 4. Regression Weights (Group 1 Default Model)

	Estimate	S.E.	C.R.	P	Label
Commitment <--- Empowerment	0.154	0.063	2.447	0.014	par_21
Commitment <--- Trust	0.323	0.067	4.795	***	par_22
Commitment <--- Engagement	0.012	0.036	0.322	0.747	par_23
Commitment <--- efeka	0.001	0.001	2.144	0.032	par_27
Commitment <--- efekb	0.003	0.001	4.298	***	par_32

Source: Data processed with SEM AMOS software 2024

This table provides the beta coefficients, critical ratios (CR), and significance levels for the relationships between variables. The results indicate that empowerment significantly affects affective commitment, and both work engagement and trust in supervisors positively moderate this relationship. These findings validate the study's theoretical framework and emphasize the importance of empowerment and the role of moderators.

Table 5. Measurement Model

Indicator	Factor	Estimate	S.E.	C.R.	p-value	Parameter
EEMP1	Empowerment	1.000				
EEMP2	Empowerment	0.858	0.067	12.826	***	par_1
EEMP3	Empowerment	0.977	0.072	13.557	***	par_2
EEMP4	Empowerment	0.845	0.065	13.013	***	par_3
EEMP5	Empowerment	1.104	0.082	13.537	***	par_4
AFC1	Commitment	1.000				
AFC2	Commitment	0.934	0.084	11.124	***	par_5
AFC3	Commitment	0.863	0.078	11.014	***	par_6
AFC4	Commitment	0.977	0.090	10.859	***	par_7
AFC5	Commitment	0.899	0.089	10.061	***	par_8
AFC6	Commitment	0.755	0.081	9.333	***	par_9
ToM5_1	Trust	1.000				
ToM4_1	Trust	0.944	0.052	18.109	***	par_10
ToM3_1	Trust	1.078	0.058	18.523	***	par_11
ToM2_1	Trust	1.063	0.058	18.231	***	par_12
ToM1_1	Trust	0.936	0.054	17.238	***	par_13
EnG1_1	Engagement	1.000				
EnG2_1	Engagement	0.958	0.064	14.969	***	par_14
EnG3_1	Engagement	0.923	0.064	14.404	***	par_15
EnG4_1	Engagement	1.114	0.072	15.418	***	par_16
EnG5_1	Engagement	1.162	0.071	16.419	***	par_17
EnG6_1	Engagement	1.231	0.075	16.338	***	par_18
EnG7_1	Engagement	0.902	0.067	13.528	***	par_19
EnG8_1	Engagement	0.941	0.068	13.881	***	par_20
efek1	Efek A	24.295				
efek1	E26	12.918				
efek2	Efek B	16.182				
efek2	E28	4.533				

Source: Data processed with SEM AMOS software 2024

The measurement model assesses the reliability and validity of the constructs. Indicators show that the constructs are well-defined and appropriately measure the intended variables. This confirms that the model parameters are reliable and valid for hypothesis testing.

Table 6. Standardized Regression Weights: (Group 1 - Default Model - Factors)

Dependent Variable	Independent Variable	Estimate
Commitment	Empowerment	0.181
Commitment	Trust	0.404
Commitment	Engagement	0.021
Commitment	Efek A	0.002
Commitment	Efek B	0.005

Source: Data processed with SEM AMOS software 2024

The standardized regression weights provide a clear understanding of the strength and direction of relationships between variables. The positive coefficients indicate a strong and favorable impact of empowerment on affective commitment, which is further enhanced by work engagement and trust in supervisors.

Summary of Hypotheses Testing

H1: Empowerment has a positive effect on affective commitment.

Supported. The beta coefficient is 0.154, with a CR value of 2.447 (>1.96) and a p-value of 0.014 (<0.05).

H2: The relationship between empowerment and affective commitment is moderated by work engagement. Supported. Efek A shows a p-value of 0.032 (<0.05) and a CR value of 2.144 (>1.96). Work engagement moderates the relationship between empowerment and affective commitment **positively.**

H3: The relationship between empowerment and affective commitment is moderated by trust in supervisors.

Strongly supported. Efek B shows a p-value of *** (<0.001) and a CR value of 4.298 (>1.96). Trust in supervisors positively moderates the relationship between empowerment and affective commitment. The hypotheses testing results confirm the study's key assumptions:

H1: Empowerment has a significant and positive impact on affective commitment, highlighting the importance of empowering employees to foster organizational loyalty.

H2: Work engagement positively moderates the relationship, suggesting that engaged employees derive more value from empowerment, thereby strengthening their commitment.

H3: Trust in supervisors strongly moderates the relationship, underscoring the critical role of leadership in enhancing employee commitment.

Table 7. Goodness of Fit Indices

Model Fit Summary			Measure			Value	
CMIN			426.559				
DF			286				
P-value			0.000				
CMIN/DF			1.491				

Model	RMR		GFI		AGFI		PGFI
Default	2.665		0.928		0.943		0.811

Baseline Comparisons	NFI	RFI	IFI	TLI	CFI
Default Model	0.886	0.857	0.821	0.896	0.920

RMSEA		LO 90		HI 90		PCLOSE	
0.042		0.134		0.149		0.000	

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In general, the research model effectively explains and predicts the studied phenomenon. The proposed model aligns well with the collected data, demonstrating parsimony.

Source: Data processed with SEM AMOS software 2024

The goodness of fit indices demonstrates that the proposed model is a good fit for the data. The results indicate that the structural model effectively explains the relationships among the variables and provides a reliable basis for drawing conclusions.

The validity and reliability of the research instrument were tested to ensure the accuracy and consistency of the measurements. Validity: Face, content, convergent, and discriminant validity tests were conducted (Hair et al., 2014; Bougie & Sekaran, 2019; Hendrian & Patiro, 2020). Reliability: Cronbach's alpha was used to assess the reliability of the scales. The threshold for acceptable reliability was set at 0.70 (Hair et al., 2014).

Table 8. Validity and Reliability Test

Variable	AVE	Cronbach's Alpha
Employee Empowerment	0.78	0.85
Trust in Supervisor	0.75	0.88
Employee Engagement	0.80	0.90
Affective Commitment	0.76	0.87

Source: Data processed with SPSS 21.0 for Windows 2024

The validity and reliability of the research instrument were tested to ensure measurement accuracy and consistency. Validity: Face, content, convergent, and discriminant validity tests confirmed that the constructs were measured appropriately (Hair et al., 2014; Bougie & Sekaran, 2019; Hendrian & Patiro, 2020). All AVE values exceeded the 0.50 threshold, indicating strong convergent validity.

Reliability: Cronbach's alpha confirmed internal consistency, with all variables scoring above the 0.70 threshold (Hair et al., 2014). As shown in Table 2, reliability values ranged from 0.85 to 0.90, demonstrating high consistency. These results confirm the instrument's validity and reliability.

Discussion

The first hypothesis is supported, indicating that empowerment positively impacts employees' affective commitment. Empowerment encourages employees to develop themselves in response to job demands, which in turn enhances their affective commitment. As the intensity of empowerment increases, employees' affective commitment is likely to grow stronger.

This finding aligns with Avolio et al. (2004), who suggest that empowered employees are more willing to reciprocate with higher levels of commitment. The results also support Laschinger et al. (1999), who demonstrated a positive relationship between empowerment and affective commitment, with trust playing a crucial role in producing the desired outcomes.

Empowerment, as defined by Spreitzer (1995), is the delegation of adequate authority and responsibility to complete tasks and make decisions. Based on this concept, empowerment fosters employees' affective commitment by making them feel more connected and aligned with the organization's values, enhancing their emotional attachment to the organization. Empowered employees also feel more in control and responsible, leading to greater engagement in organizational tasks and a sense of ownership in achieving organizational goals. Employees who feel empowered are more likely to experience job satisfaction, which further strengthens their affective commitment. Therefore, empowerment not only increases employees' sense of being valued and involved but also deepens their emotional attachment to the organization**.**

The second hypothesis is also supported, indicating that work engagement moderates the relationship between empowerment and affective commitment. The first hypothesis showed that empowerment significantly impacts affective commitment. The results of the second hypothesis suggest that this effect becomes stronger when enhanced by employees' work engagement.

Work engagement is defined as a persistent, positive motivational state characterized by vigor, dedication, and absorption (Wollard & Shuck, 2011). In this context, work engagement reflects a condition in which employees are focused on achieving organizational goals. As such, work engagement can moderate the influence of employee empowerment on affective commitment because it strengthens the emotional bond and sense of ownership employees feel towards the organization. Engaged employees are more likely to feel empowered because they perceive themselves as being valued and playing an important role in achieving organizational objectives. This creates an environment in which employees feel recognized and supported, further enhancing their affective commitment.

Additionally, work engagement boosts employees' motivation and satisfaction, both of which are critical factors in strengthening affective commitment. Emotionally engaged employees are more likely to feel a strong connection to their organization, and when they are empowered, this feeling is further reinforced. Thus, work engagement acts as a catalyst in the relationship between employee empowerment and affective commitment, creating a positive feedback loop where engaged and empowered employees tend to exhibit higher affective commitment to the organization.

The results of this hypothesis are consistent with previous research indicating that engagement can mitigate burnout (Schaufeli et al., 2006), promote altruistic behavior and teamwork (Robinson, 2004), and enhance organizational success (Harter et al., 2002). These findings highlight the critical role of work engagement in strengthening the impact of empowerment on affective commitment. Empowered employees will exhibit higher affective commitment, and this commitment is further reinforced by increased levels of engagement.

The third hypothesis is also supported, demonstrating that employee trust moderates the relationship between empowerment and affective commitment. This finding is consistent with Konovsky and Pugh (1994), who found that trust in supervisors is positively related to organizational citizenship behavior. Additionally, the results support Whitney (1994), who found that trust in organizational authority influences subordinates' attitudes and behavior. The study by Allen and Meyer (1990) also indicated a strong correlation between dependency and affective commitment, where dependency refers to the degree to which an organization can be trusted to act as it claims.

Trust, defined as the psychological state in which individuals engage with uncertainty based on positive expectations about the outcomes (Rousseau, 1998; Simpson, 2007), can moderate the relationship between employee empowerment and affective commitment. When employees have high trust in their supervisors, they are more likely to believe that empowerment efforts will lead to positive outcomes. This trust reinforces employees' belief that their supervisors' empowerment actions and policies are designed with both their and the organization's best interests in mind, thus enhancing their affective commitment.

Furthermore, trust in supervisors provides employees with a sense of security and emotional support, which is essential in the empowerment process. When employees trust their supervisors, they feel more comfortable taking initiative and participating in decision-making, knowing that their contributions will be supported and valued. This trust reduces the uncertainty and risks that employees may feel in empowerment situations, making them more likely to engage and commit effectively to the organization. Therefore, trust in supervisors is a key factor in strengthening the effect of empowerment on employees' affective commitment.

Based on the above, the results of the third hypothesis show that when trust in management is high, the relationship between empowerment and affective commitment becomes even stronger.

The findings from the tables and figures collectively emphasize the pivotal role of empowerment in enhancing affective commitment among employees. Work engagement and trust in supervisors serve as significant moderating factors, strengthening the effect of empowerment. These results have practical implications for organizational leaders, suggesting that creating a supportive and engaging work environment, coupled with strong leadership, can significantly enhance employee commitment and organizational performance.

CONCLUSION

Empowerment significantly enhances employees' affective commitment. Empowered employees are more likely to develop themselves and meet job demands, leading to stronger emotional bonds with the organization. Increased empowerment intensifies this affective commitment. Work engagement moderates the link between empowerment and affective commitment, reinforcing employees' emotional attachment and sense of ownership in the organization. Engagement also boosts motivation and satisfaction, further enhancing affective commitment, thus creating a positive feedback loop where engaged employees are more committed.

Trust in supervisors also moderates the relationship between empowerment and affective commitment. Employees who trust their supervisors feel more secure and supported, increasing the positive impact of empowerment on their commitment. Trust acts as a vital amplifier of the empowerment-commitment dynamic.

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