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Analysis of The Effect of Empowering Leadership on Employee Performance: The Mediating Role of Organizational Commitment

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Keywords

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ABSTRACT

This study examines the impact of empowering leadership on the performance of Family Planning Counselors in West Sumatra Province, with organizational commitment serving as a mediating variable. Empowering leadership is critical in enhancing employee performance, particularly in public service sectors like family planning, where counselors play a vital role. The aim of this research is to analyze how empowering leadership influences counselors' performance, with a focus on the role of organizational commitment as a mediating factor. The study uses a quantitative approach with a survey technique, involving 139 Family Planning Counselors as respondents. Data was collected through questionnaires that assessed empowering leadership, organizational commitment, and performance. Structural Equation Modeling (SEM) was used for data analysis to evaluate the relationships between the variables. The findings indicate that empowering leadership does not have a direct significant effect on the performance of Family Planning Counselors. However, it positively influences organizational commitment, which, in turn, has a significant impact on performance. Additionally, organizational commitment is found to act as a mediating variable, enhancing the relationship between empowering leadership and performance. These results suggest that fostering organizational commitment can be a key strategy for improving the performance of Family Planning Counselors in West Sumatra Province.



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INTRODUCTION

The National Family Planning Program in Indonesia plays a crucial role in controlling population growth and improving the quality of life (BKKBN, 2020). The National Population and Family Planning Board directs population control policies to reduce pressure on natural resources and infrastructure through data-driven strategies (Suharyo & Sarbini, 2019). In West Sumatra, the National Population and Family Planning Board representative is committed to supporting the national vision by optimizing the performance of its personnel, particularly Family Planning Counselors, who serve as the program's frontliners. However, data from January to July 2024 reveals

that out of the targeted 126,965 contraceptive users, only 47.11% (59,816 people) were reached, indicating the need to improve the performance of Family Planning Counselors.

Organizational commitment, defined as employees' pride and desire to contribute to their organization (Meyer & Allen, 1997); (Robbins & Judge, 2017), has a positive effect on performance. Faidha (2021) confirms that increasing organizational commitment significantly enhances the performance of Family Planning Counselors. Additionally, empowering leadership, which involves granting authority and support, has been shown to directly improve performance (Dewi et al., 2020). This study aims to analyze the impact of empowering leadership on the performance of Family Planning Counselors with organizational commitment as a mediating variable, providing both academic contributions and practical implications for improving performance in the public sector.

METHOD

This study adopts a quantitative approach to empirically examine the impact of empowering leadership on the performance of Family Planning counselors, with organizational commitment as a mediating variable. The research population consists of 214 Family Planning counselors in West Sumatra Province, with a sample of 139 respondents determined using Slovin's formula and a proportional area random sampling technique.

Data analysis is conducted using path analysis with the assistance of statistical software. The measurement model evaluation includes convergent validity testing—using criteria such as outer loading >0.7 , Cronbach's alpha >0.7 , composite reliability >0.7 , and average variance extracted (AVE) >0.5 —as well as discriminant validity assessment based on the Fornell-Larcker criterion. The structural model evaluation is performed by assessing the R^2 value for endogenous variables and Q^2 (predictive relevance) using the blindfolding method to examine the mediating role of organizational commitment (Hair et al., 2020).

RESULTS AND DISCUSSION

In line with the total number of respondents in this study, all 139 participants successfully completed the distributed research questionnaire. The subsequent stage involves presenting the research findings, beginning with an overview of respondent characteristics, followed by the Measurement Model Assessment (MMA), descriptive analysis of each variable, R Square and Q Square values, and the Structural Model Assessment (SMA).

The respondent profile is categorized based on gender, age, marital status, number of children, education level, years of service, and place of origin, as shown in the following table:

Table 1. Respondent Profile

Demographics	Category	Number of Respondents	Percentage (%)
Gender	Male	42	30.2
	Female	97	69.8
Age	20-30 years	6	4.3
	31-41 years	68	48.9
	42-52 years	44	31.7
	Above 52 years	21	15.1
Marital Status	Married	127	91.4
	Single	5	3.6
	Widowed/Divorced	7	5.0

Demographics	Category	Number of Respondents	Percentage (%)
Number of Children	0	18	12.9
	1-2	64	46.0
	3 or more	57	41.0
Education	High School	13	9.4
	Diploma	29	20.9
	Bachelor's Degree	86	61.9
	Master's Degree	11	7.9
Years of Service	0-5 years	23	16.5
	6-10 years	38	27.3
	11-15 years	20	14.4
	16-20 years	32	23.0
	21-25 years	15	10.8
	More than 25 years	11	7.9
District/City	Padang	12	8.6
	Padang Pariaman	9	6.5
	Padang Panjang	3	2.2
	Bukittinggi	4	2.9
	Agam	8	5.8
	Pasaman	11	7.9
	West Pasaman	2	1.4
	Pesisir Selatan	19	13.7
	Solok Regency	7	5.0
	Mentawai	2	1.4
	Solok City	9	6.5
	South Solok	8	5.8
	Sawahlunto	3	2.2
	Sijunjung	5	3.6
	Dharmasraya	6	4.3
	Tanah Datar	10	7.2
	Pariaman City	6	4.3
	Limapuluh Kota	9	6.5
	Payakumbuh	6	4.3

Based on the respondent profile, a total of 139 Family Planning counselors in West Sumatra Province participated in this study. The majority of respondents were female (69.8%), while male respondents accounted for 30.2%. Most participants were aged between 31-41 years (48.9%), followed by those aged 42-52 years (31.7%), above 52 years (15.1%), and 20-30 years (4.3%). In terms of marital status, 91.4% were married, 5% were widowed/divorced, and 3.6% were unmarried. Regarding the number of children, 46% of respondents had 1-2 children, 41% had three or more children, and 12.9% had no children. The majority of respondents held a bachelor's degree (61.9%), followed by those with a diploma (20.9%), a high school education (9.4%), and a master's degree (7.9%).

Work experience among respondents varied, with 27.3% having worked for 6-10 years, 23% for 16-20 years, 16.5% for 0-5 years, 14.4% for 11-15 years, 10.8% for 20-25 years, and 7.9% for more than 25 years. The geographical distribution of respondents covered all districts and cities in West Sumatra Province, with the highest representation from Pesisir Selatan (13.7%) and the lowest from West Pasaman and the Mentawai Islands (each 1.4%).

Measurement Model Assessment

The Measurement Model Assessment (MMA) examines the relationship between latent variables and their respective indicators. The evaluation of the MMA includes tests for convergent validity, which consists of outer loading >0.7 , Cronbach's alpha (CA) >0.7 , composite reliability (CR) >0.7 , and average variance extracted (AVE) >0.5 . Additionally, discriminant validity is assessed using the Fornell-Larcker criterion (Hair et al., 2020).

The results of the Measurement Model Assessment (MMA) are presented in the following table:

Table 2. Results of Convergent Validity

Variable	Valid Item	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Empowering Leadership	12	0,945	0,952	0,626
Family Planning Counselors' Performance	10	0,938	0,947	0,641
Organizational Commitment	13	0,991	0,992	0,908

The results of the measurement model analysis in this study indicate that all constructs exhibit excellent reliability and validity. The Cronbach's Alpha values for the constructs Empowering Leadership, Family Planning Counselors' Performance, and Organizational Commitment are 0.945, 0.938, and 0.991, respectively. These values far exceed the recommended threshold of 0.70 suggested by (Hair et al., 2020), indicating a high level of internal consistency for each construct.

Additionally, the Composite Reliability values for the three constructs are also exceptionally high, at 0.952, 0.947, and 0.992, all surpassing the minimum standard of 0.70. This confirms that the measurement instruments used in this study possess outstanding reliability. Furthermore, the Average Variance Extracted (AVE) values for each construct are 0.626, 0.641, and 0.908, all exceeding the minimum threshold of 0.50. These results demonstrate that the proportion of variance explained by the indicators within each construct is substantial, confirming adequate convergent validity.

Table 3. Discriminant Validity Results – Fornell-Larcker Criterion

Variable	Empowering Leadership	Family Planning Counselors' Performance	Organizational Commitment
Empowering Leadership	0,791		
Family Planning Counselors' Performance	0,274	0,801	
Organizational Commitment	0,374	0,596	0,953

The discriminant validity analysis in this study was conducted using the Fornell-Larcker criterion, which compares the square root of the Average Variance Extracted (AVE) for each construct with the correlations between that construct and other constructs in the model. Discriminant validity is considered adequate if the square root of the AVE for a construct is greater than its correlation with any other construct.

Based on the analysis results, the square root of the AVE for the Empowering Leadership variable is 0.791, which is higher than its correlations with Family Planning Counselors' Performance

(0.274) and Organizational Commitment (0.374). Similarly, the Family Planning Counselors' Performance variable has a square root AVE value of 0.801, exceeding its correlation with Organizational Commitment (0.596). Furthermore, the Organizational Commitment variable shows a square root AVE value of 0.953, which is also higher than its correlations with other variables.

These results indicate that each construct in this research model demonstrates good discriminant validity, in accordance with the Fornell-Larcker criterion. Therefore, it can be concluded that each latent variable is more strongly associated with its own indicators than with other latent variables. This confirms that the measurement model used in this study meets the required discriminant validity standards.

Table 4. Discriminant Validity Results – Cross Loadings

Statement	Empowering Leadership	Family Planning Counselors' Performance	Organizational Commitment
I would be very happy to spend the rest of my career with this organization.	0,371	0,559	0,974
It would not be too costly for me to leave my organization now.	0,273	0,544	0,882
At present, staying with my organization is a matter of necessity rather than desire.	0,404	0,637	0,923
One of the serious consequences of leaving this organization is the limited availability of alternatives.	0,391	0,611	0,922
One of the main reasons I continue working in this organization is that leaving it would require a significant personal sacrifice; other organizations may not match the overall benefits I receive here.	0,349	0,548	0,975
Moving from one organization to another is entirely unethical for me.	0,300	0,516	0,951
One of the main reasons I continue working in this organization is that I believe loyalty is important; therefore, I feel a moral obligation to stay.	0,347	0,567	0,981
If I received another offer for a better job elsewhere, I would not feel right about leaving my organization.	0,298	0,542	0,915
I feel that the desire to become an employee again is irrational.	0,376	0,573	0,983
I genuinely feel that the organization's issues are my own.	0,396	0,556	0,961
I do not feel like a "part of the family" in my organization.	0,343	0,556	0,978
I do not have a strong sense of belonging to my organization.	0,368	0,570	0,957
I am not afraid of what will happen if I leave my job without having another one.	0,382	0,577	0,980
I believe my work team can collaborate effectively.	0,195	0,807	0,398
I can work well in a team.	0,222	0,778	0,385

Statement	Empowering Leadership	Family Planning Counselors' Performance	Organizational Commitment
I believe that task completion is more effective when done collaboratively.	0,155	0,754	0,348
I can complete tasks efficiently.	0,194	0,856	0,427
I am confident that my job tasks align with my expertise.	0,250	0,766	0,341
I can accomplish several assigned tasks set by the organization.	0,269	0,717	0,342
I consider the work targets assigned to me to be aligned with my capabilities.	0,245	0,761	0,437
I am capable of completing tasks on time.	0,183	0,827	0,504
I do not procrastinate in completing assigned tasks.	0,161	0,841	0,480
I adhere to the deadlines set for task completion.	0,294	0,885	0,801
My leader communicates that I must be responsible.	0,720	0,160	0,250
My leader encourages me to utilize my strengths when needed.	0,884	0,242	0,346
My leader is enthusiastic about what we can achieve.	0,795	0,207	0,301
My leader conveys an inspiring vision of the future.	0,766	0,187	0,241
My leader demonstrates optimism about the future.	0,725	0,116	0,242
My leader discusses problems with me.	0,724	0,174	0,242
My leader allows me to observe how they manage their work.	0,887	0,269	0,368
My leader shows me ways to improve my work.	0,723	0,153	0,196
My leader guides me on how to perform my job in the best way.	0,902	0,265	0,363
My leader encourages me to take initiative in starting tasks.	0,710	0,184	0,208
My leader exhibits a positive attitude when I take the initiative in task execution.	0,888	0,277	0,376
My leader motivates me to work toward achieving goals.	0,725	0,272	0,305

Cross loadings analysis was conducted to assess discriminant validity by examining the extent to which indicators correlate more strongly with their intended construct than with other constructs. The results indicate that each indicator has a higher loading on its respective construct than its cross-loading on other constructs.

For instance, the statement *"I would be very happy to spend the rest of my career with this organization"* has a loading of 0.974 on the Organizational Commitment construct, which is higher than its loadings on Empowering Leadership (0.371) and Family Planning Counselors' Performance (0.559). Similarly, the statement *"I believe my work team can collaborate effectively"* has a loading of 0.807 on the Family Planning Counselors' Performance construct, which is higher than its loadings on

Empowering Leadership (0.195) and Organizational Commitment (0.398). Furthermore, the statement *"My leader encourages me to utilize my strengths when needed"* has a loading of 0.884 on the Empowering Leadership construct, exceeding its loadings on Family Planning Counselors' Performance (0.242) and Organizational Commitment (0.346).

These findings indicate that each indicator measures its intended construct more accurately than other constructs, confirming that the model meets the required discriminant validity criteria.

Table 5. Discriminant Validity Results - Heterotrait-Monotrait Ratio

Variable	Empowering Leadership	Family Planning Counselors' Performance	Organizational Commitment
Empowering Leadership	-	-	-
Family Planning Counselors' Performance	0,278	-	-
Organizational Commitment	0,372	0,576	-

The Heterotrait-Monotrait Ratio (HTMT) analysis was conducted to assess the discriminant validity between constructs in this research model. An HTMT value lower than 0.90 indicates that the tested constructs exhibit adequate discriminant validity. The analysis results show that the HTMT value between Empowering Leadership and Family Planning Counselors' Performance is 0.278, while the HTMT value between Empowering Leadership and Organizational Commitment is 0.372.

Additionally, the HTMT value between Family Planning Counselors' Performance and Organizational Commitment is 0.576. All HTMT values are below the 0.90 threshold, indicating that each construct pair in the model possesses strong discriminant validity. Therefore, it can be concluded that each construct in this study measures a distinct concept, with no significant overlap between them.

Table 6. R Square and Q Square

Variable	R Square	Category	Q Square	Category
Empowering Leadership				
Family Planning Counselors' Performance	0,377	Weak	0,198	Moderate
Organizational Commitment	0,13	Weak	0,114	Weak

Based on the analysis results, the variable "Family Planning Counselors' Performance" has an R^2 value of 0.377, which is categorized as weak according to the criteria of (Hair et al., 2020), where an R^2 value of 0.75 is considered strong, 0.50 is moderate, and 0.25 is weak. This indicates that 37.7% of the variability in family planning counselors' performance can be explained by the independent variables in the model, while the remaining percentage is influenced by other factors outside this study. Additionally, the Q^2 value for this variable is 0.198, which falls into the moderate category. A Q^2 value greater than 0 indicates that the model has relevant predictive ability for the variable.

For the variable "Organizational Commitment," the obtained R^2 value is 0.13, which is also categorized as weak. This means that 13% of the variability in organizational commitment can be explained by the independent variables in the model, while the remaining 87% is influenced by other

factors not included in this study. The Q^2 value for this variable is 0.114, which also falls into the weak category, indicating that the model has limited predictive capability for organizational commitment.

Structural Model Assessment

Figure 1. Structural Model Assessment

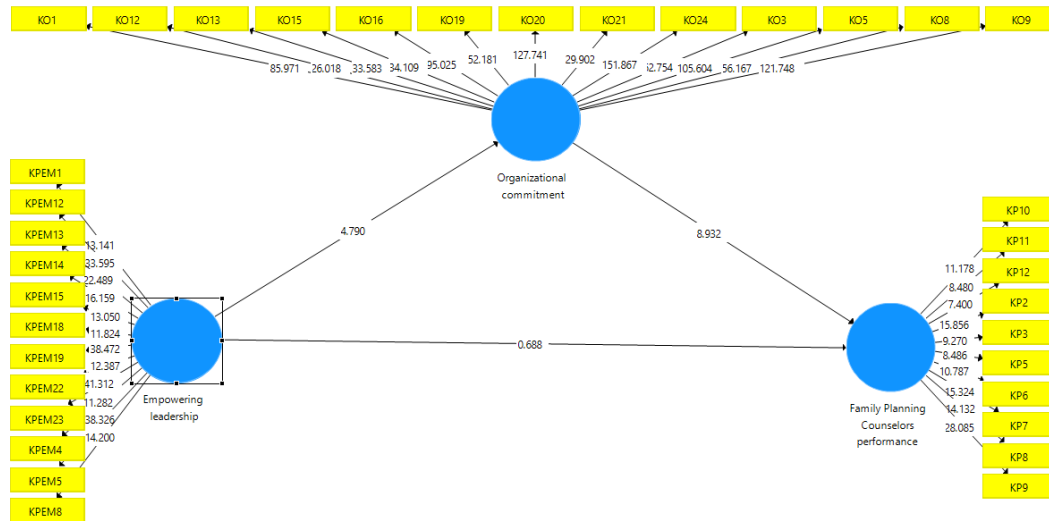


Table 7. Results of Direct Relationships

Variable	Original Sample (O)	T Statistics	P Values	Decisions
Empowering Leadership → Family Planning Counselors' Performance	0,047	0,645	0,519	H1 Rejected
Empowering Leadership → Organizational Commitment	0,36	4,397	0,000	H2 Accepted
Organizational Commitment → Family Planning Counselors' Performance	0,532	7,983	0,000	H3 Accepted

The structural model analysis revealed that empowering leadership does not have a significant effect on the performance of Family Planning Counselors, with a path coefficient of 0.047, a T-statistic of 0.645, and a P-value of 0.519. This result aligns with the findings of (Aini et al. (2023), who also reported that empowering leadership does not significantly impact employee performance. The effectiveness of empowering leadership may be influenced by contextual factors such as individual readiness, organizational culture, and bureaucratic systems that limit individual initiative.

Conversely, empowering leadership has a positive and significant effect on organizational commitment, with a path coefficient of 0.360, a T-statistic of 4.397, and a P-value of 0.000. This finding is consistent with the research of Amundsen dan Martinsen (2014), which suggests that granting autonomy and trust to employees enhances their engagement and commitment to the organization. Employee empowerment through participation in decision-making and support for skill development fosters an inclusive work environment, thereby strengthening organizational commitment.

Furthermore, organizational commitment has a positive and significant effect on the performance of Family Planning Counselors, with a path coefficient of 0.532, a T-statistic of 7.983, and a P-value of 0.000. This indicates that an increase in organizational commitment contributes to improved individual performance. The present study supports the findings of Allen dan Meyer

(1990), who asserted that high organizational commitment enhances individual performance within organizations. Therefore, it is crucial for organizations to create an environment that fosters the development of strong commitment among their members.

Table 8. Mediation Effect Results

Variable	Original Sample (O)	T Statistics	P Values	Decisions
Empowering Leadership -> Organizational Commitment -> Family Planning Counselors' Performance	0,192	3,571	0,000	H4 Accepted

The analysis results indicate that Organizational Commitment acts as a mediating variable in the relationship between Empowering Leadership and the Performance of Family Planning Counselors. As shown in Table 4.16, the original sample (O) value for the relationship between Empowering Leadership → Organizational Commitment → Family Planning Counselors' Performance is 0.192, with a T-Statistic of 3.571 and a P-Value of 0.000. The extremely low P-Value (below 0.05) signifies a significant relationship, meaning that Organizational Commitment substantially explains how Empowering Leadership influences the Performance of Family Planning Counselors. Therefore, hypothesis H7, which states that Organizational Commitment acts as a mediating variable in the relationship between Empowering Leadership and Family Planning Counselors' Performance, is accepted.

As explained by Spreitzer (1995), empowerment leads to increased organizational commitment as individuals feel more empowered and valued within the organization. High commitment to the organization motivates individuals to work harder and achieve shared goals, including improving the performance of Family Planning Counselors, which is a crucial element in the Family Planning program. These research findings align with previous studies, including those conducted by Limon (2022), Mainita (2022), Vioary (2024) dan Meyer dan Allen (1991). These studies confirm that organizational commitment serves as a strong mediator in the relationship between various leadership factors and employee performance.

CONCLUSION

This study reveals that empowering leadership does not have a direct significant effect on the performance of Family Planning Counselors; however, it has a significant positive impact on organizational commitment. Organizational commitment itself is proven to have a significant positive effect on the performance of Family Planning Counselors and serves as a mediator in the relationship between empowering leadership and counselors' performance. These findings highlight the crucial role of organizational commitment as a connecting factor between empowering leadership and the improvement of Family Planning Counselors' performance. From a theoretical perspective, these results reinforce the understanding that organizational commitment mediates the relationship between empowering leadership and employee performance, illustrating the complexity of this relationship as it is influenced by other variables such as organizational commitment. Practically, the implications include the development of empowerment programs that provide autonomy, resources, and necessary support for Family Planning Counselors; enhancing organizational commitment through recognition of contributions, career development opportunities, and a supportive work environment; and evaluating and reforming bureaucratic structures to facilitate empowerment initiatives and improve operational flexibility. These measures are expected to enhance the performance of Family Planning Counselors through effective leadership and strong organizational commitment.

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