

The Effect Of Psychological Empowerment And Organizational Trust On Affective Commitment Evidence From Padjadjaran University, Bandung Indonesia

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Abstract: The main purpose of this research is to examine the relationship between Psychological Empowerment and Organizational Trust upon Affective Commitment among Administration employees in the Faculty of Law, and Faculty of Economics and Business at Padjadjaran University, Bandung, Indonesia. Due to recent structural changes from that of a public university to a private university, the lack of security and difficulty for promotions created confusion and complaints from administration employees in the Faculty of Law and Faculty of Economics and Business at Padjadjaran University. Many administration employees still have hesitations about the new structure due to unclear job requirements, promotion of underqualified employees to managerial positions, and the process required to implement new structural changes. Data was obtained for this research through interviews, and a questionnaire which was made up of four sections and distributed to a total of 84 respondents using purposive sampling. Analysis of the data was obtained using multiple regression analysis. This analysis includes validity and reliability, classical assumption test, multiple regression analysis, testing hypothesis through F test and t test, and coefficient of determination analysis. The results show that Psychological Empowerment and Organizational Trust have influence upon Affective Commitment. The results indicate that the Psychological Empowerment dimensions Meaning and Competence, and the Organizational Trust dimensions Competency, Consistency and Loyalty, have significant and positive influence upon Affective Commitment. The dimension of Emotional Attachment has the greatest positive influence upon Affective Commitment. Furthermore, existing literature supports the significant and positive influence between Psychological Empowerment and Organizational Trust upon Affective Commitment. From these results the author is able to make recommendations to improve the Psychological Empowerment and Organizational Trust and their resulting positive influence upon Affective Commitment in the Faculties of Law, and Economics and Business at Padjadjaran University. Further to this, these results can be transferred to other higher education organizations to create an environment which supports employees' and results in high levels of Affective Commitment, and therefore greater productivity for the organization.

Index Terms: affective commitment, organizational trust, psychological empowerment.

1 INTRODUCTION

In today's environment, according to Malone [1], employees are focussed upon their personal desires such as "flexibility, freedom, creativity and motivation". Employees are characterized by their need for a certain degree of autonomy in their work. When employees perceive these desires are being met, this will increase their levels of organizational trust. This means it is important for organizations to understand how to deal with the desires and characteristics of employees. The concept of psychological empowerment focusses upon power and autonomy [2]. One of the outcomes influenced by psychological empowerment is commitment. Affective commitment reflects the attitudes of individuals towards organizational values and goals. It represents the desire of an individual to remain in the organization and accomplish organizational goals. Creating employee affective commitment requires a management strategy that relies on Psychological Empowerment [3]. Likewise, maintaining a workplace environment which encompasses predictable workplace practices, helps to regulate behaviour creating a feeling of fairness, and resulting in an increased perception of organizational trust [4].

The emphasis of this research will be upon affective commitment. This incorporates the exchange of cooperation within an organisation, as well as the sense of an employee who remains with the organisation because they feel a form of attachment. It is important for employees to focus on the overall goal of the organization. It is also important to retain employees within the organization. These main findings and results serve as the basis for a conclusion and for future research. To ensure the psychological empowerment, organizational trust, and affective commitment remain high for current and future employees, it is important for higher education institutions to develop policies which reflect these needs. This research will focus upon the changes of status for faculties of Law, and Economics and Business at Padjadjaran University, from a public education institution, to a private education institution, and how these changes influenced employee psychological empowerment, organizational trust and affective commitment within the organisation. On 14 January 2016 the Minister of Research, Technology and Higher Education of the Republic of Indonesia officially inaugurated the new status of Padjadjaran University as a private education Institution and changed the structure from that of a public sector entity to a private entity. As the university's principal source of funding has changed from government grants to tuition fees, funding has become less dependable. This is the reason university leaders now need to spend a large amount of their time on fundraising initiatives. Under the previous structure, the employee assessment system was carried out in two ways to promote the employee. The first method occurred every four years for promotion of employees. The evaluation system was carried out by Faculty Managers, most of which were evaluated without the control of the Department Director. This evaluation was carried out, not

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on a basis of merit and criterion, but based upon friendship. In this system, it was not important how the evaluation was carried out or when, just that it was carried out. It sometimes eventuated that promotions of rank occurred even without completion of set tasks, through friendship and relations between managers and employee. The new structure's employee assessment system involves more detailed job functions, which stipulate performance details and targets for completion of tasks. Promotion is now merit based, not affected by friendships between managers and employees. Faculty Managers have pressure under the new structure to ensure completion of tasks in a timely manner. This pressure is then passed onto the employees to finish their set tasks quickly. Employees feel the pressure of increased workload but do not see that they gain any personal benefit from this. Employee commitment, trust and empowerment are still low, due to the large number of changes to these policies. These changes have made employees afraid of their future career, finances and employment opportunities. The changes made meant the Organizational Trust of the employees was compromised due to the altered structures. It is now more difficult for employees to achieve promotion without completion of tasks. The Faculties of Law, and Economics and Business at Padjadjaran University have administration employees of two types of status; civil servant employees and contracted employees. Civil servant employees are paid by the government and also by Padjadjaran University. Contracted employees are paid only by Padjadjaran University, but usually at a higher rate. The new system that Padjadjaran University runs involves the need for civil servant employees working at the university to choose either to remain as a civil servant or become a contracted employee. A civil servant employee can no longer receive salaries from both government and Padjadjaran University. The need for employees to choose either to remain a civil servant or change to a contracted employee creates confusion based upon uncertainty for their future. Under the previous structure, the civil servant employee had financial security, which resulted in higher levels of affective commitment and organizational trust. The lack of security in becoming a contracted employee can impact affective commitment and organizational trust as their future is uncertain. This lack of security and difficulty for promotions created confusion and complaints from employees. The new structure resulted in the resignation of three managers in the Law faculty. It was mentioned during interviews that in response to complaints, the Rector of Padjadjaran University requested the Human Resources Department survey the employees to better understand their reaction to the structural changes. From this survey, it was concluded that many administrative employees still have hesitations about the new structure due to unclear job requirements, promotion of underqualified employees to managerial positions, and the process required to implement new structural changes.

2 LITERATURE REVIEW

2.1 Psychological Empowerment

Empowerment can be broadly divided into empowerment of 'social structural' aspects and 'psychological' aspects. Thomas and Velthouse [5] define empowerment as a form of 'intrinsic task motivation' exhibited in four cognitive dimensions: meaning, competence, choice (or self-determination), and impact. Spreitzer developed a scale to measure the

psychological empowerment of these four dimensions. The combination of these four dimensions form a psychological empowerment construct.

1. Meaning: the concept of meaning is identified as the value of the work task. Employees must be involved in work experiences which provide meaning to them, in order to improve their performance.
2. Competence: can be described as having belief in one's own ability to complete tasks with confidence. Competent employees consider themselves to have the ability to manage the demands of their jobs (also known as self-efficacy), and complete their tasks with high proficiency [6].
3. Self-determination: Self-determination can be described as the element by which individuals understand they have the ability to make decisions regarding, initiating and regulating actions. Self-determined goals will enhance employee productivity resulting in better performance [7].
4. Impact: Impact can be described as organizational involvement and reflects whether employees feel they are making a difference in their organisation [8]. This can be explained as the influence an employee feels they have in being able to contribute to the outcomes of decisions within the organizations.

2.2 Organizational Trust

Robinson [9] defines trust as an expectation and desire, that a person's movement or behaviors will at least not damage his interest. Organizational trust illustrates that employees' believe that the organization is committed and behaves in a rightful manner when they face challenging and uncertain circumstances within the organization [10]. According to Robbins and Judge [11], there are five dimensions in terms of organizational trust: integrity, competence, consistency, loyalty and openness.

1. Integrity: Integrity in an organization means it is honest, has good morals and ethical behavior.
2. Competence: Competency is the ability of an employee to have the required skill, knowledge, ability and personal characteristics to perform their job.
3. Consistency: is related to individual reliability, predictability, and making judgments on a person in handling situations
4. Loyalty: The willingness to protect and save the face of others. This can be achieved through the fair treatment of all employees, and the reliance upon co-workers to help in times of need.
5. Openness: Means to be open and transparent in giving the whole truth. Openness can also be described as the organization seeking to understand the point of view of the employee.

2.3 Affective Commitment

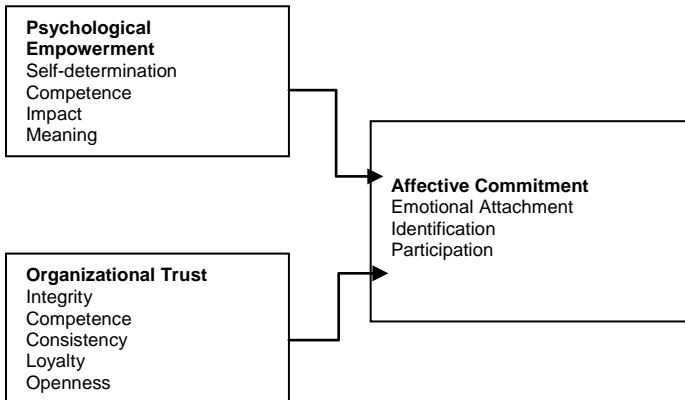
Affective commitment relates to a desire to be attached to an organization or an employee's emotional attachment, identification, and involvement in an organization occurs when an employee wants to be part of the organization because of emotional attachment, or feel they share the same values as the organization [12]. Allen and Meyer [13] explains there are three aspects that describe the individual's affective commitment to the organization, namely:

1. Emotional Attachment: A strong sense of the personal towards the organization that will be easily transferred as

- emotional connection to the organization.
- 2. Identification: A belief and acceptance of individuals to the goals and values of the organization.
- 3. Participation: An individual wants to engage seriously in the interests of the organization.

3 FRAMEWORK AND HYPOTHESIS

3.1 Conceptual Model



Framework of thought is the flow of thought from the idea of research that refers to the study of theory until the emergence of variables used in the study. Based on the theoretical foundation, this framework is as follows: psychological empowerment and organizational trust influence to affective commitment. This serves as the basis for the author to make the following hypotheses: Is there significant impact between psychological empowerment and affective commitment partially Is there significant impact between organizational trust and affective commitment partially Is there significant impact of psychological empowerment and organizational trust to affective commitment simultaneously

4 RESEARCH METHODS

The research method used in this research is that of explanatory survey. With this type of research there are two properties, namely descriptive and verified. According to Lawrence [14], the explanatory survey method is a quantitative study. In a survey study the researcher asks people (respondents) about the beliefs, opinions, and characteristics of an object or behavior that has been past or present. Survey research deals with questions about beliefs and their own behavior. The data used for this research will be gathered from one moment in time and with one survey which will be distributed to faculties of Law, and Economics and Business. For this research potential participants included 84 Administration employees that could fill out the survey directly. Each questionnaire had an accompanying letter to explain the purpose of the questionnaire. Employees were asked to share their experiences and opinions of the working environment in the faculty of Law, and Economics and Business at Padjadjaran University. Participation was voluntary. This study uses multiple regression analysis to determine whether or not there is a relationship and/or influence between Psychological Empowerment, Organizational Trust, and Affective Commitment. To test the hypothesis in this study using partial test with T test and simultaneous test with F test. All statistical test in this research using the help of IBM application, SPSS 25 (Statistical Package for Social Science).

5 DISCUSSION

5.1 Classical Assumption Test

The classical assumptions test are an important step in regression analysis. Through these assumptions tests, it is expected to verify if the regression model is not biased and unreliable. Violation of the classical assumptions would mean that the regression model we will obtained is not valid. In addition, Classic Assumptions tests are useful to complete the statistical tests, which are F and T tests. The classical assumptions tests consists of Multicollinearity, Heteroscedasticity, and Normality tests.

Normality Test

| | | Unstandardized Residual |
|---------------------------------|----------------|-------------------------|
| N | | 84 |
| Normal Parameters, ^b | Mean | .0000000 |
| | Std. Deviation | 2.38126501 |
| Most Extreme Differences | Absolute | .069 |
| | Positive | .047 |
| | Negative | -.069 |
| Test Statistic | | .069 |
| Asymp. Sig. (2-tailed) | | .200 ^d |

a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 d. This is a lower bound of the true significance.

Based on the above table, we obtained the results of normality test by looking at Test Statistic value of 0.069 with a value of sig of 0.200. P-value (value sig) = 0.200 greater than 0.05 indicates that the distribution of data satisfies the assumption of normality.

Multicollinearity Test

Multicollinearity indicates the condition of independent variables in a perfectly correlated regression model. This makes the regression equation obtained not accurate in explaining the effect of X on Y. The presence or absence of multicollinearity can be seen from the VIF (Variance Inflation Factors) value. Small VIF values indicate no high correlation between X variables in the regression model. The value constraint for the variable is said to be high if the VIF value for the independent variable is greater than 10.

| Model | | Collinearity Statistics | |
|-------|------------------------------------|-------------------------|-------|
| | | Tolerance | VIF |
| 1 | Psychological Empowerment (X1) | .594 | 1.684 |
| | Employee organizational trust (X2) | .594 | 1.684 |

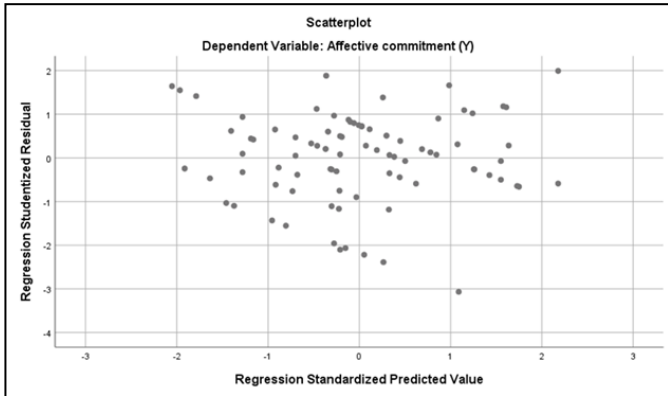
a. Dependent Variable: Affective commitment (Y)

Based on the table above, it can be seen the results of VIF value calculation for each research variable (1.68) is smaller than 10, so it can be stated there is no multicollinearity problem in the regression model used.

Heteroscedasticity Test

The problem of heteroscedasticity in the regression model occurs because the variance of each error term is not constant which

makes the appraisal no longer efficient because of the non-minimum variance. To see whether or not the problem of heteroscedasticity on regression model in this study used scatter plot. The criterion is if the point on the scatter plot or scatter diagram does not form a certain pattern, it can be stated that the regression model is not constrained heteroscedasticity.



Based on the scatter plot above, it can be seen that the intersection points do not form a particular pattern and mostly spread. This means that the regression model is assumed there is no problem of heteroscedasticity.

5.2 Regression Analysis

In this section will be described the results of multiple linear regression equation to determine the effect of Psychological Empowerment and employee Organizational Trust to Affective Commitment.

Regression Coefficient

| Model | Unstandardized Coefficients | | Standardized Coefficients | | Correlations | | | |
|------------------------------------|-----------------------------|------------|---------------------------|-------|--------------|------------|---------|------|
| | B | Std. Error | Beta | t | Sig. | Zero-order | Partial | Part |
| 1 (Constant) | 13.888 | 1.744 | | 7.964 | .000 | | | |
| Psychological Empowerment (X1) | .113 | .045 | .281 | 2.495 | .015 | .540 | .267 | .216 |
| Employee organizational trust (X2) | .176 | .049 | .407 | 3.617 | .001 | .586 | .373 | .314 |

a. Dependent Variable: Affective commitment (Y)

Based on the table above, the values on the regression equation that explain the effect of Psychological Empowerment and employee Organizational Trust to Affective Commitment is obtained as follows:

$$Y = 13.888 + 0.113 X1 + 0.176 X2$$

Where:

- Y = Affective Commitment
- X1 = Psychological Empowerment
- X2 = Employee Organizational Trust

The result of the multiple regression equation above can be interpreted as follows:

- a. The value of constant on regression equation obtained is 13.888. This indicates if the Psychological Empowerment variable and the Employee organizational trust, there is no change or equal to 0 then the Affective commitment has an average score of 13.888.
- b. Psychological Empowerment variable marked positive and has regression coefficient equal to 0.113. This means if the Psychological Empowerment score (value X1) increases by 1 unit with the assumption that other variables remain, then Affective commitment will increase by 0.113. So the better Psychological Empowerment then Affective commitment will be higher.
- c. The Employee organizational trust variable is positive and has a regression coefficient of 0.176. This means that if the score of the Employee Organizational Trust (value X2) increases by 1 unit with the assumption that other variables are fixed, the Affective Commitment will increase by 0.176. So, with increased employee Organizational Trust, Affective Commitment will be higher.

5.3 Hypothesis Testing

F Test

Widarjono [15] describes the simultaneous test or F test, namely "F test is used to evaluate the influence of all independent variables on the dependent variable. This F test can be explained using an analysis of variance (ANOVA)".

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 301.498 | 2 | 150.749 | 25.945 | .000 ^b |
| | Residual | 470.645 | 81 | 5.810 | | |
| | Total | 772.143 | 83 | | | |

a. Dependent Variable: Affective commitment (Y)

b. Predictors: (Constant), Employee organizational trust (X2), Psychological Empowerment (X1)

Based on the above table the value of Fcount is 25,945 with a significance value of 0.000. To test the hypothesis is determined by comparing between Fcount with Ftable value. From table F we get Ftable value with db1 = 2 and db2 = 84-2-1 = 81 equal to 3,109. The test results show the Fcount value of 25.945 is greater than the Ftable of 3.109 and also when viewed from the significance value of 0.000 is smaller than 0.05. So, it can be concluded jointly Psychological Empowerment and employee Organizational Trust affects the Affective Commitment.

T Test

For the purpose of knowing the variables that influence the partial test of regression coefficients using t test statistic. Decision test (acceptance / rejection of H0) can be done by comparing tcount with ttable or also can be seen from its significance value. Ttable value with error level 5% and

$$db = n-k-1 = 84-2-1 = 81 \text{ is } 1.9990.$$

| Coefficients ^a | | | | | |
|------------------------------------|-----------------------------|------------|--|-------|------|
| Model | Unstandardized Coefficients | | | T | Sig. |
| | B | Std. Error | | | |
| 1 (Constant) | 13.888 | 1.744 | | 7.964 | .000 |
| Psychological Empowerment (X1) | .113 | .045 | | 2.495 | .015 |
| Employee organizational trust (X2) | .176 | .049 | | 3.617 | .001 |

a. Dependent Variable: Affective commitment (Y)

From this we can test the statistical hypothesis used to test the effect of Psychological Empowerment on Affective Commitment.

H₀ : $\beta_1 = 0$ There is no influence from Psychological Empowerment to Affective Commitment

H_a : $\beta_1 \neq 0$ There is influence of Psychological Empowerment to Affective Commitment

The results of the calculation of statistical tests in hypothesis testing the effect of variables X1 to Y can be seen in the following table.

| Hypothesis | t _{count} | Sig (p) | t _{table} | α | Decision | Information |
|--------------------------------|--------------------|---------|--------------------|----------|-------------------------|-------------|
| H ₀ : $\beta_1 = 0$ | 2.495 | 0.015 | 1.990 | 5% | H ₀ rejected | Significant |

From the t test statistic value obtained t-count for independent variable Psychological Empowerment (X1) is bigger than ttable value (t = 2.495 > 1.990), H₀ test result is rejected. This result is also indicated by the significance value of statistical test (p-value) (0.015) smaller than the acceptable error rate of 5%. So it can be concluded Psychological Empowerment has impact upon Affective Commitment. The statistical hypothesis used to test the effect of Employee organizational trust to Affective Commitment is as follows:

H₀ : $\beta_2 = 0$ There is no influence from the employee Organizational Trust to Affective Commitment

H_a : $\beta_2 \neq 0$ There is an influence of the employee Organizational Trust to Affective Commitment

For employee Organizational Trust (X2) variable obtained tcount amounted to 3.617 with a significance value of 0.001.

The result of statistical test in hypothesis testing the effect of X2 to Y variable can be seen in the following table.

| Hypothesis | t _{count} | Sig (p) | t _{table} | α | Decision | Information |
|--------------------------------|--------------------|---------|--------------------|----------|-------------------------|-------------|
| H ₀ : $\beta_2 = 0$ | 3.617 | 0.001 | 1.990 | 5% | H ₀ rejected | Significant |

From t test statistic value obtained t-count for independent variable employee Organizational Trust (X2) bigger than ttable value (t = 3.617 > 1.990), hence result of testing obtained H₀ rejected. This result is also indicated by the significance value of the statistical test (p-value) (0.001) less than the acceptable error rate of 5%. So, it can be concluded employee Organizational Trust affects the Affective Commitment.

6 CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The results from this study are not expected to be true to the feelings of the respondents. The results, on paper, can be interpreted as the employees have high levels of psychological empowerment, organizational trust and affective commitment, but in reality, this may not be the case. The employees surveyed were reluctant to provide honest answers because they were fearful of it having an impact upon their job security if they provided negative feedback. From interviews, it was discussed that managers try to increase the workloads of their employees, but not provide an increased wage to reflect this. Therefore, the managers are placing increased pressures onto the employees but this results in negative feelings, impacting upon Psychological Empowerment, Organizational Trust and ultimately, Affective Commitment being reduced. Based on the results and discussions that have been described in the previous chapter to determine the impact of Employee Empowerment and Organizational Trust upon Affective Commitment, the author can make the following conclusions:

1. Description of Employee Empowerment, Organizational Trust and Affective Commitment among Administrative Employees in the Faculties of Law, and Economics and Business in Padjadjaran University:

- Administrative Employees in the Faculties of Law, and Economics and Business, perceive the level of Psychological Empowerment as a whole to be high. In order for Psychological Empowerment to be high, employees need to be able to have control over their working lives.
- Administrative Employees in the Faculties of Law, and Economics and Business, perceive the level of Organizational Trust as a whole to be high. This can be translated to a perception of work which is beneficial to both the employee and the organization.
- Administrative Employees in the Faculties of Law, and Economics and Business, perceive the level of Affective Commitment as a whole to be high.

2. Based on the influence either partially or simultaneously, can be concluded as:

- Psychological Empowerment has a significant influence upon Affective Commitment. When an employee feels their job is meaningful, their Psychological Empowerment will be increased. When an employee feels they have a connection with the organization by purpose and value in their work, they have the necessary skills to do their job effectively, have the autonomy to make decisions about their work, and feel they are contributing to their organization, this will have an influence on their Affective Commitment and attachment to the organization. When these dimensions are increased, the level of Affective Commitment will also increase by the resulting positive influence on the employee's perception of emotional attachment, identification with, and participation within, the organization.
- Organizational Trust has significant influence upon Affective Commitment. When Organizational Trust is high, employees feel they have similar goals to the organization, and this makes them able to relate

better to the organization. When the organization provides benefits to the employees, this will result in a higher level of Organizational Trust. If an employee feels the organization has good principles, integrity and they feel confident about the ability of the organization to keep its promises and achieve its goals, this will result in a higher level of Organizational Trust. When an employee has a high perception of Organizational Trust, this can translate into feeling more confident about their position within the organization. When Organizational Trust is high, the employees have an increased feeling of Affective Commitment because they have increased perceptions of emotional attachment, feel they can identify with the organization, and are able to participate fully within their department.

- c. Simultaneously Psychological Empowerment and Organizational Trust influence Affective Commitment, while the remainder is influenced by factors not contained in this study. When the dimensions of Psychological Empowerment and Organizational Trust are combined, this results in an environment of increased feelings of dedication and confidence in ability. Positive feedback, attachment, loyalty, shared values and goals all combine to create the desire of the employees to perform well, resulting in a higher feeling of attachment to the organization and therefore increased productivity.

Based on this study, from all the dimensions, those which have the most significant impact upon affective commitment are meaning, competence, loyalty, confidence, emotional attachment, identification and participation. The dimensions of self-determination, impact and consistency are less significant, but still important for overall Affective Commitment. Since the results of this study are not believed to accurately reflect the true levels of Affective Commitment within the Faculties of Law, and Economics and Business at Padjadjaran University, it can be concluded that the need for job security and regular income is considered more important to the respondents than providing accurate details about how they feel. Although they may wish to increase their competence in their job, they are happy to continue along the current system rather than create more stress for themselves by considering whether the organization appreciates their input. When levels of attachment are reduced when the employees see their work has less meaning to them, they may not have the skills or competence required to complete their work. Therefore, it is important to consider attachment to the organization by creating a sense of meaning for the employees in their day to day work, and ensuring they have the skills and competence required to undertake their work.

6.2 Recommendations

From this study, the faculties of Law, and Economics and Business, can understand the environment and opinions of their Administration employees. From this, we make the following recommendations:

a. Psychological Empowerment

1. The four dimensions of Psychological Empowerment are Meaning, Competence, Self-determination and Impact. Of these, Self-determination and Impact

received the lowest score.

2. For Padjadjaran University to improve Psychological Empowerment, all dimensions can be improved, however self-determination and impact should be the focus for future improvements. These improvements can be in the areas of employee autonomy, allowing employees more freedom in deciding how they carry out their work, and providing more opportunities for employees to have input into the way their work is carried out.
3. Managers need to foster an environment of meaning, competence, self-determination and impact for the employees. Autonomy and sense of impact within their department is necessary for employees to have a high level of psychological empowerment.
4. Impact is another area which Padjadjaran University can focus future improvements to Psychological Empowerment. This can be through improvements to the way employees feel their work impacts their department, and the influence they have within their department. These changes can be made, for example, through policy changes or contractual agreements.

b. Organizational Trust

1. Organizational trust comprises the dimensions Integrity, Competency, Consistency, Loyalty and Openness. Of these, Integrity, Consistency and Openness scored the lowest.
2. In order to improve Organizational Trust in Padjadjaran University, the focus for future development and improvements should be integrity, consistency and openness. These improvements can be in the areas of the fair, open and transparent treatment of employees, and ensuring the predictability of managers is improved. These changes can be made through the implementation of training for managers, as well as employees.

c. Affective Commitment

1. Affective Commitment comprises the dimensions of Emotional Attachment, Identification and Participation. Of these, identification and participation scored the lowest.
2. In order to improve Affective Commitment at Padjadjaran University, the focus for future development and improvements should be identification and participation for employees. These improvements can be in the areas of feeling a sense of pride to be an employee of Padjadjaran University, and maintaining an environment where employees see a future career. These changes can be made through the implementation of policies designed to support the performance of employees.
3. Managers at Faculties of Law, and Economics and Business at Padjadjaran University should encourage their employees to bring forward any issues they have with their work, without fear of reprimand. The Manager should be able to appreciate the problems within the department, to be more effective in their role, solving the problems for their department to become more productive.
4. If a Manager makes changes to the department, the needs of all employees should be considered in these

changes in order to harness an environment of fairness for all employees.

5. Through the implementation of improvement policies, Managers will be better able to increase the perception of a fair workplace, where the employees have the freedom to discuss their work and increase their skills if necessary.

The future installation of Managers should be made based upon skills. If the organization already has employees with a high level of Affective Commitment, the risk of a short-term vacancy during interview and hiring processes should not negatively impact the organization. The employees will recognize the need for a skilled Manager as important and will be able to continue with their day to day work with the knowledge that the new Manager will be appointed with the necessary skills to undertake their position effectively for the department. Based upon the research at Padjadjaran University, Law Faculty and Economic and Business Faculty, we achieved these results. This research could be carried out at other universities within Indonesia to consider if the same results are achieved. Further research in this area is needed to determine if these results are common to Indonesian universities, or localized to Padjadjaran University.

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