

CHAPTER V

CONCLUSION

5.1 Conclusion of the Research

This research used primary data that obtained directly through questionnaires dissemination which contained questions related to transformational leadership, perceived work impact, psychological empowerment and affective commitment on employees that work in nonprofit humanitarian organizations in Padang. These questions had alternative answers that were measured with Likert scale. There are 92 questionnaires distributed and returned that can be analyzed. In analyzing respondents' answers, Smart PLS 3.2.8 was used. The seven hypothesis in this study can be concluded as follows:

- a. According to the result of this study, transformational leadership can enhance employees' perceived work impact. This study shows the more leader in an organization implemented transformational leadership values and behaviors, the more employees can see how their work have impacted both to the organization and external clientele. It means that transformational leaders can enhance employees' perceptions of the impact of their work.
- b. According to the result of this study, employees' perceived work impact did not influence their affective commitment to the organization. There is found

perceived work impact has negative and insignificant influence on employees' affective commitment.

- c. Transformational leadership has positive and significant influence on psychological empowerment. This means that transformational leaders can act through empowerment in managing their subordinates. The more leader implemented transformational leadership values, the more employees will feel psychologically empowered. By clearly articulate visions that inspire employees to take greater responsibility transformational leadership can enhance employees' psychological empowerment in organization.
- d. Psychological empowerment has positive and significant influence on employees' affective commitment. This means that the more employee feels psychologically empowered, the more affective commitment they have to the organization. This could be happen when employees valued the organizational objectives, having autonomy and capability in doing their jobs. These factors can enhance employees' emotional attachment to the organization.
- e. Based on the result of this study, transformational leadership did not give any direct impacts to employees' affective commitment.
- f. Perceived work impact did not mediate the influence of transformational leadership on employees' affective commitment. It means how employees see their jobs have impacted to the organization and external clientele did not affect in their commitment to the organization. Transformational leaders can

enhance employees' perceived work impact but it is not as antecedent for them to have affective commitment to the organization.

- g. Transformational leaders could have a more positive, although not directly, influence on affective commitment when mediated by psychological empowerment. Employees that have greater sense of psychological empowerment will have more affective commitment to the organization. Therefore, transformational leaders can act through psychological empowerment in increasing employees' affective commitment.

5.2 Implication of the Research

This study has some implications that can be used to improve the understanding about employees' affective commitment.

- a. For nonprofit organizations

Transformational leadership can enhance employees' perceived work impact and psychological empowerment. This means transformational leaders in organizations can motivate employees about the importance of their work by clarifying organizational objectives and values, linking employees' work to these organizational objectives that can result desirable employees attitude to the organization. In this study, even though transformational leadership can enhance how employees' see their work have impacted, it was found that employees perceived work impact not as determinant for them to feel more

emotional attachment to the organization. In other words, perceived work impact did not influence employees' affective commitment to the organization. Besides that, psychological empowerment was found mediates the influence of transformational leadership on employees' affective commitment. It means transformational leadership has influence on employees' affective commitment through its effect on psychological empowerment. It is important for nonprofit organization to be aware of the extent to which employees feel empowered. Therefore, leaders who have desire to enhance employees' affective commitment to the organization should be capable communicating enthusiasm of organizational objectives, fostering employees to valued organizational objectives, creating a sense of control where employees have freedom in determine how they doing their job while maintaining their progress and making employees feel they are contribute to the transformation of the organization.

b. For Academics

This research is expected to contribute to the development of science in field of human resource management strategy. The findings of this study can be used as reference by future researchers in relevant discussion in the research. The further development of this research is expected to be able to give an insight or improve the result in accordance with existing suggestions and limitations.

5.3 Limitation of the Research

In conducting this research, researcher realized that the result of this research was imperfect and had many limitations that affected the expected result. There are some limitations in this research that describe as follows:

- a. The research has limitation in reaching all nonprofit humanitarian organizations in Padang due to there is no available data about the amount of nonprofit humanitarian organizations in Padang. There are five nonprofit humanitarian organizations as representative that agree to participate.
- b. The number of population in this research was small which is 92 respondents. Thus, this research use census techniques that takes all of population as respondents to participate.
- c. The research only looking at four variables which uses transformational leadership, perceived work impact, psychological empowerment and affective commitment. The limitation is that there are not many previous researches that discuss this specific topic together, therefore the researcher needs to compile several past research findings in order to formulate the hypothesis of the study.

5.4 Suggestion of the Research

- a. For the next researcher who is interested in conducting similar research, it is better to expand the scope of the research, not just nonprofit humanitarian

organization but it should cover other areas such as overall nonprofit sectors or public sectors.

- b. It is suggested to identify and enlarge the group of respondents that are relevant related to employees' affective commitment and conduct more in-depth research on respondents by add more questions that do not yet exist in characteristic of respondents. As well as the next researcher can conduct research in other part of West Sumatera and Indonesia.
- c. For future research can conduct other variables as affective commitment can also be explained by another variables.
- d. This research provides information to leaders in nonprofit organizations that psychological empowerment has influence on the relationship between transformational leadership and employees' affective commitment. Therefore, for leaders in nonprofit organizations can enhance employees' affective commitment by implementing transformational leadership values and behaviors through psychological empowerment.

