

EMPIRICAL ARTICLE

The Impact of the Four Dimensions of Psychological Empowerment on Organisational Commitment: Evidence from the Public Sector in Sri Lanka

G.K. Hemamali Ganewatta¹ | Chathuni Adishka Wanniarachchi²

¹Senior Lecturer, University of Ruhuna, Matara, Sri Lanka

²First Class Honours graduate, University of Ruhuna, Matara, Sri Lanka

Correspondence

Corresponding author G.K. Hemamali Ganewatta.

Email: hemamali@badm.ruh.ac.lk

Abstract

Purpose - This study aimed to examine the impact of the dimensions of psychological empowerment—meaning, competence, self-determination, and impact on organisational commitment among operational-level employees in a public sector organization in Sri Lanka.

Design/Methodology/Approach - A quantitative, cross-sectional research design was used. Data were collected from 80 operational-level employees. Multiple regression analysis was performed to assess the predictive power of each psychological empowerment dimension on organisational commitment.

Findings - The findings showed that both meaning and impact have a significant and positive effect on organisational commitment. However, competence and self-determination did not show a significant impact on organizational commitment.

Practical Implications - These results indicate that organisations looking to enhance commitment in similar public sector contexts should prioritize enhancing employees' sense of meaning and their perceived impact at work. The limited influence of competence and self-determination might be linked to hierarchical structures, job security, and cultural factors that are prevalent in Sri Lanka's public sector.

Originality/Value - This study contributes to the understanding of psychological empowerment in a non-Western, public-sector context. It sheds light on which empowerment dimensions are most crucial for fostering commitment in such settings.

KEYWORDS

Organisational Commitment, Psychological Empowerment, Meaning, Competence, Self-determination, Impact.

1 | INTRODUCTION

In today's dynamic organisational landscape, organisational commitment is pivotal as it fosters employee retention, enhances job satisfaction, and drives overall work performance (Berberoglu 2018, Herrera and De Las Heras-Rosas 2021). Committed employees are crucial for

an organisation's success because their dedication and contributions directly influence the organisation's ability to achieve strategic goals and organisational performance (Nwachukwu et al. 2018). Contemporary organisations operating in increasingly competitive and fast-changing environments are actively seeking numerous ways to improve organisational commitment.

Organisational commitment can be explained as an individual's feeling about the organisation as a whole; it is a kind of psychological connection between the organisation and the individual (Mowday et al. 2013). It can be characterized by long-term stabilising and binding forces that tie employees to a course of action while delivering desirable organisational outcomes such as motivation, job satisfaction, and job

This is an Open Access article distributed under the terms of the Creative Commons Attribution-CC BY-NC-ND 4.0 (<https://creativecommons.org/licenses/by-nc-nd/4.0/>), permitting non-commercial use, distribution, and reproduction with credit; no derivatives.

performance (Afshari et al. 2020). Therefore, fostering organisational commitment has emerged as a critical success factor for many organisations (Triguero-Sánchez et al. 2022). Researchers acknowledge that organisational commitment is a multifaceted construct influenced by a range of factors, including leadership styles, organisational culture, job characteristics, job security, and perceived organisational support (Ahmad 2018, Hngoi et al. 2023, Lee 2022).

This study focuses specifically on the role of psychological empowerment as a potentially significant contributor to organisational commitment. Psychological empowerment is increasingly recognised by researchers as a key antecedent to organisational commitment (Llorente-Alonso et al. 2024). Conger and Kanungo (1988) define psychological empowerment as a motivational construct of self-efficacy. Further, Thomas and Velthouse (1990) broadly describe psychological empowerment as an intrinsic task motivation comprising competence, meaning, impact, and self-determination. When employees experience these dimensions of empowerment, their intrinsic motivation strengthens, fostering a deeper attachment to their organisations. As noted by Scott et al. (1993), employee empowerment can be viewed as a vital catalyst for workplace growth and prosperity.

Consequently, psychologically empowered employees feel more capable, competent, and authorised to complete their tasks and duties well, leading to enhanced commitment. This commitment is essential for organisational stability, as it reduces employee turnover intentions and promotes proactive behaviours aligned with organisational goals.

Psychological empowerment, conceptualised as a set of work-related cognitions rather than a fixed personality trait, reflects employees' evolving perceptions of their roles and work environment (Turnipseed and VandeWaa 2020). Spreitzer (1995) identified four key dimensions of psychological empowerment: competence, meaning, impact, and self-determination. Further research acknowledges that these dimensions contribute differently to employee attitudes and behaviours (Turnipseed and VandeWaa 2020). Although some researchers have found that all four dimensions positively influence organisational commitment (Joo and Shim 2010), others found that only specific dimensions—such as meaning and impact—serve as significant predictors (Ibrahim 2020). In the Sri Lankan context, Priyadarshana and Kularathne (2023) found that only the meaning and impact dimensions significantly influenced organisational commitment in divisional secretariats, whereas competence and self-determination did not. These inconsistencies highlight the need for further research to clarify the role of psychological empowerment in shaping employee commitment, particularly in different organisational and cultural settings. Understanding which dimensions are most influential in specific work environments is crucial for developing targeted strategies to enhance employee commitment and organisational effectiveness.

Moreover, prior research provides empirical evidence supporting the positive relationship between psychological empowerment and organisational commitment (Raveendran 2023, Turnipseed and VandeWaa 2020). However, much of this evidence is derived from private sector studies, predominantly in Western, individualistic contexts (Jordan et al.

2017, Loes and Tobin 2020). This over-reliance on Western findings may not fully capture the realities of non-Western settings (Luo 2025). There is growing recognition of the value of indigenous scholarship, particularly from regions like Asia and Africa, because such research provides context-rich insights that can challenge and refine widely accepted theories and practices shaped predominantly by Western perspectives (Rodriguez-Escobar 2024). Despite this shift, research on psychological empowerment within collectivist cultures such as Sri Lanka remains limited.

Given the critical role of organisational commitment toward the success of public sector organisations, a thorough examination of this relationship is necessary. In Sri Lanka, public sector institutions face increasing pressures to enhance service quality, efficiency, and effectiveness. Therefore, a psychologically empowered workforce is essential for meeting these demands and delivering high-quality public services. However, research on psychological empowerment in the Sri Lankan public sector remains limited, and existing studies present conflicting findings regarding its influence on organisational commitment (Priyadarshana and Kularathne 2023).

This study seeks to address the above research gaps by investigating the influence of psychological empowerment on organisational commitment among operational-level management employees in a selected public sector organisation in Sri Lanka. Psychological empowerment is understood as a four-dimensional construct including an employee's sense of purpose (meaning), confidence in their skills (competence), autonomy over their work (self-determination), and the feeling that their contributions matter (impact). Specifically, the study aims to:

1. Examine the extent to which the dimensions of psychological empowerment influence organisational commitment among public sector employees.
2. Identify which dimension of psychological empowerment has the most significant impact on organisational commitment.

By providing empirical insights, this study will contribute to both academic literature and practical applications in public sector management. The findings will help policymakers and HR practitioners design strategies to enhance psychological empowerment as a means of improving employee commitment in Sri Lanka's public sector.

2 | LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 | Organisational Commitment

Organisational commitment has been conceptualised by various researchers in different ways. One prominent approach views it through an exchange or reward-cost framework, suggesting that factors such as length of service or seniority are positively related to an individual's commitment due to their accumulated investment and growth within the

organisation (Sheldon 1971). This perspective aligns with the idea that an individual's attitude towards the organisation fosters a connection, linking their identity to it (Sheldon 1971).

Mowday et al. (2013) define organisational commitment as an individual's overall feeling about the organisation, representing a psychological bond between the employee and the entity. Similarly, Porter and Smith (1970) describe organisational commitment as the relative strength of an individual's identification with and involvement in the organisation. This concept extends beyond passive loyalty to encompass an active relationship with the organisation (Mowday et al. 1979).

Meyer and Allen (1991) explain commitment as a multidimensional construct comprising affective, normative, and continuance commitment. Affective commitment refers to an employee's emotional attachment to the organisation. Its antecedents include personal characteristics, structural characteristics, job-related characteristics, and work experiences (Mowday et al. 1979). Normative commitment involves an employee's perceived obligation to remain with the organisation, often due to social norms or reciprocity for received benefits. Continuance commitment relates to the perceived costs associated with leaving the organisation, which may make employees feel they need to stay.

2.2 | Psychological Empowerment

Employee empowerment has often been highlighted as a managerial practice involving the transfer of power and authority from employers to employees. This approach typically focuses on organisational structures that promote autonomy and decision-making (Al-Sabi et al. 2023, Hieu 2020). In contrast, psychological empowerment is rooted in employees' perceptions of their role and influence within the organisation (Al-Sabi et al. 2023).

Spreitzer (1995) conceptualises psychological empowerment as a motivational construct composed of four dimensions: meaning, self-determination, competence, and impact. According to Minai et al. (2020), psychological empowerment refers to a set of motivational cognitions shaped by the work environment that reflects how employees perceive their role. Likewise, Thomas and Velthouse (1990) define it as intrinsic task motivation, representing an individual's orientation to their work role.

Conger and Kanungo (1988) argue that psychological empowerment enhances self-efficacy by addressing organisational factors that contribute to feelings of powerlessness. Increasing individual empowerment thus requires both empowering managerial practices and attention to individual perceptions. As noted by Joo and Shim (2010), psychological empowerment is more about the employees' internal experiences than external managerial actions. Research has demonstrated that psychological empowerment is positively related to health (Zimmerman 1995), job satisfaction, and loyalty (Spreitzer 1995). Several studies have found positive associations between psychological empowerment and organisational commitment (Jha 2011, Joo and Shim 2010, Liden et al. 2000). Moreover, empowerment is thought to promote concentration, resilience, and motivation (Spreitzer 1995, Thomas and Velthouse

1990). Kanter (1983) also highlights that each dimension of empowerment can enhance the perceived meaningfulness of work, fostering greater commitment.

Meaning

Thomas and Velthouse (1990) defined the *meaning* dimension of psychological empowerment as the alignment between an individual's values and the purpose of their work. Meaning is the sense of connection between personal goals and organisational objectives (Spreitzer 1995). For instance, employees who view their tasks as contributing to organisational success may find greater intrinsic value in their roles. Brief and Nord (1990) argue that this dimension significantly influences organisational commitment, particularly when task objectives align with personal values. Empirical studies, such as that of Priyadarshana and Kularathne (2023), confirm that meaning has a significant effect on employee commitment.

Hypothesis 1. *Meaning cognition of psychological empowerment is positively related to organisational commitment.*

Competence

The *competence* dimension refers to an individual's belief in their ability to perform job tasks effectively (Spreitzer 1995). For example, employees who independently prepare reports or manage responsibilities without supervision are likely to perceive themselves as competent. Competence reflects self-efficacy—the belief in one's capacity to perform tasks successfully. Research has shown that self-efficacy has a strong effect on performance outcomes (Bandura and Locke 2003, Spreitzer et al. 1997). Therefore, employees with high perceived competence are more likely to develop stronger organisational commitment.

Hypothesis 2. *Competence cognition of psychological empowerment is positively related to organisational commitment.*

Self-Determination

Self-determination refers to an employee's ability to make choices and decisions about how to carry out work-related tasks. In contrast, low self-determination exists in situations where employees have little control over the efforts they will make to execute their tasks (Bin Jomah 2017). For instance, employees who are allowed to prioritise public service requests on their own are likely to experience a sense of autonomy in their roles.

Deci and Ryan (1985) noted that self-determination is associated with positive outcomes such as flexibility, creativity, initiative, and resilience. It provides individuals with a voice in decision-making processes and grants them a degree of control over their work (Bin Jomah 2017). This dimension of psychological empowerment is seen as vital in fostering organisational commitment (Choong et al. 2011). In

line with this, Kraimer et al. (1999) found a positive relationship between self-determination and employee commitment in organisational settings.

Hypothesis 3. *Self-determination cognition of psychological empowerment is positively related to organisational commitment.*

Impact

The *impact* dimension reflects an employee's perception that their work has influence on organisational outcomes or processes. It is the belief that one's actions make a meaningful difference in the system within which they are embedded (Spreitzer et al. 1997). When individuals perceive their efforts as impactful, they are more likely to engage in their roles with a sense of purpose and responsibility.

Impact is also understood as a form of performance outcome expectancy; when employees believe they can produce significant results, their sense of control and motivation increases. Conversely, a perceived lack of impact can lead to feelings of helplessness (Thomas and Velt-house 1990). According to Spreitzer (1995), this dimension refers to the degree of influence employees have in completing their assigned tasks. For example, an employee whose suggestions lead to procedural improvements may feel a strong sense of impact.

Organisational environments that foster autonomy and participatory decision-making can enhance this perception (Bin Jomah 2017). Empirical research by Priyadarshana and Kularathne (2023) has shown that impact is a strong predictor of organisational commitment. Similarly, ? found a positive relationship between psychological empowerment (particularly impact) and commitment.

Hypothesis 4. *Impact cognition of psychological empowerment is positively related to organisational commitment.*

2.3 | Conceptual Framework

Drawing on the reviewed literature, a conceptual framework was developed to guide this study (Figure 1). The independent variables—*Meaning*, *Competence*, *Self-Determination*, and *Impact*—represent the cognitive dimensions of psychological empowerment. The dependent variable is *Organisational Commitment*. This framework was designed to explore the influence of each psychological empowerment dimension on employee commitment among operational-level employees in the selected public sector organisation.

3 | METHODOLOGY

This study adopted a quantitative approach using a cross-sectional design to examine the impact of the cognitive dimensions of psychological empowerment on organisational commitment. The research targeted

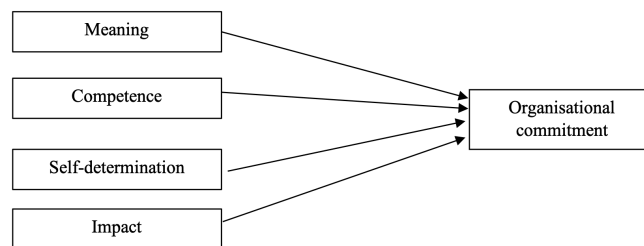


FIGURE 1 Conceptual Framework

operational-level management staff from a central government institution in Sri Lanka. This institution plays a vital role in supporting the legislature within the country's democratic governance framework and is structured into several departments handling specific administrative, financial, and legislative functions.

The organisation was chosen due to its distinctive public sector characteristics, including a hierarchical structure, clearly defined career paths, and a bureaucratic culture regulated under a legislative act. Its relevance lies in its strategic role in the legislative sector, making it an ideal setting for analysing how psychological empowerment affects organisational commitment. Moreover, the researcher's existing institutional relationships and logistical accessibility influenced the selection.

This study did not use sampling techniques, as the population comprised the entire group of operational-level employees in the organisation. Prior to data collection, participants were informed of the study's purpose, and their confidentiality and anonymity were ensured.

Demographic information revealed that 51% of the respondents were female and 49% were male. In terms of age, the largest group (31%) were aged 35, followed by the 25–34 and 45–55 age brackets (25% each), and 17.5% were above 55. Regarding education, 84% of respondents held a bachelor's degree, and 14% held a master's degree.

The survey instrument had two sections. The first captured demographic information; the second assessed the study variables. The cognitive dimensions of psychological empowerment—*Meaning*, *Competence*, *Self-Determination*, and *Impact*—were measured using the 12-item scale by Spreitzer (1995). Organisational commitment was measured using the 18-item short version of the scale developed by Allen and Meyer (1990), with six items for each component: affective, continuance, and normative commitment. Responses were captured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

4 | DATA ANALYSIS AND RESULTS

4.1 | Descriptive Statistics and Normality Assessment

Before exploring relationships between variables, normality tests were conducted. Skewness values were .003 for *Meaning*, .274 for *Competence*, and .000 for *Self-Determination*—all within the acceptable

range of -1 to $+1$, indicating symmetric distributions. Kurtosis values were -0.868 (Meaning), -1.197 (Competence), and -0.075 (Self-Determination), again falling within the normal range. However, the kurtosis value for Impact (4.153) suggests a peaked distribution, indicating a departure from normality.

4.2 | Descriptive Statistics, Correlations, and Reliability

Table 1 presents the descriptive statistics, Pearson correlation coefficients, and composite reliability (CR) values for the four psychological empowerment dimensions. The highest mean was observed for Competence ($M = 4.30$, $SD = 0.51$), followed by Meaning ($M = 4.09$, $SD = 0.77$), Self-Determination ($M = 3.65$, $SD = 0.75$), and Impact ($M = 3.50$, $SD = 0.70$).

There were significant positive correlations between Meaning and Competence ($r = .355$, $p < .01$), and between Self-Determination and Impact ($r = .248$, $p < .05$). Other correlations were not statistically significant. CR values indicate high internal consistency for Meaning ($\alpha = .93$), Competence ($\alpha = .86$), and Self-Determination ($\alpha = .74$), while the Impact construct ($\alpha = .68$) is marginally acceptable.

4.3 | Multiple Regression Analysis

To test the impact of the four cognitive dimensions of psychological empowerment—meaning, competence, self-determination, and impact—on organisational commitment, a multiple regression analysis was conducted. The outcomes are presented in Tables 2, 3, and 4.

Table 2 shows that the regression model significantly predicts organisational commitment, with an R^2 of 0.452 . This indicates that 45.2% of the variance in organisational commitment is explained by the combined effects of the four empowerment dimensions.

As shown in Table 3, the model is statistically significant, $F(4, 75) = 15.44$, $p < .001$, confirming that the set of predictors meaningfully contributes to explaining organisational commitment.

Table 4 shows that two out of the four cognitive dimensions—Meaning and Impact—significantly predicted organisational commitment.

As hypothesised in **H1**, Meaning emerged as a strong and statistically significant predictor ($\beta = 0.564$, $p < .001$). The unstandardised coefficient ($B = 1.680$) implies that a one-unit increase in perceived Meaning is associated with a 1.680 -unit increase in organisational commitment, holding all other variables constant.

Similarly, the Impact dimension significantly predicted commitment ($\beta = 0.371$, $p < .001$), supporting **H4**. Employees who believe their work has tangible effects on their organisation are more likely to be committed.

However, Competence and Self-Determination were not significant predictors ($p > .05$), hence **H2** and **H3** were not supported. While both

are theoretically relevant, they did not show a statistically significant direct effect on commitment in this study.

The resulting regression equation is:

$$Y = 29.734 + 1.680(\text{Meaning}) + 1.374(\text{Impact})$$

Collinearity diagnostics indicated that tolerance values were all above 0.1 and Variance Inflation Factor (VIF) values were well below the threshold of 10 , suggesting no multicollinearity issues among the predictors.

5 | DISCUSSION

This study's findings provide valuable insights into the complex relationship between psychological empowerment and organisational commitment within the Sri Lankan public sector. Although all four hypotheses predicted a positive association between the cognitive dimensions of empowerment and commitment, the results reveal that not all dimensions contribute equally to fostering organisational commitment.

The cognition of *Meaning* emerged as the most significant predictor, supporting **H1**. This indicates that when operational-level employees perceive their work as meaningful—aligned with personal values and contributing to a larger organisational purpose—they are more likely to be committed. This is consistent with Spreitzer (1995) and with recent local findings by Priyadarshana and Kularathne (2023), who also reported the primacy of Meaning in the Sri Lankan public sector context.

Impact was also found to be a statistically significant predictor, supporting **H4**, albeit with less influence than Meaning. This dimension reflects employees' belief that their contributions make a tangible difference. When employees perceive that their input influences outcomes or organisational functioning, their sense of attachment to the organisation is strengthened. These findings align with both Priyadarshana and Kularathne (2023) and Ibrahim (2020), who reported similar effects in public and private sector contexts in Sri Lanka and the Philippines, respectively.

Conversely, the dimensions of *Competence* and *Self-Determination* were not statistically significant predictors, thereby failing to support **H2** and **H3**. This aligns with earlier studies in similar contexts, such as those by Priyadarshana and Kularathne (2023) and Ibrahim (2020), who found that the perceived skill level and autonomy of employees did not have a strong influence on commitment in collectivist or hierarchical cultures.

One potential explanation, as suggested by Joo and Shim (2010), is the high job security typically associated with public sector employment. Employees in such settings may feel secure in their roles regardless of whether they feel competent or empowered to make autonomous decisions. Additionally, employees may prefer guidance from supervisors, particularly in bureaucratic structures where autonomy is neither expected nor necessarily encouraged.

To further contextualise these findings, Hofstede (2019) characterises Sri Lanka as high in power distance and collectivism. In such

TABLE 1 Descriptive Statistics, Correlations, and Reliability Coefficients

	Mean	SD	1	2	3	CR
1. Meaning	4.09	0.77	1			0.93
2. Competence	4.30	0.51	.355**	1		0.86
3. Self-Determination	3.65	0.75	.170 (ns)	.164 (ns)	1	0.74
4. Impact	3.50	0.70	.007 (ns)	-.056 (ns)	.248*	0.68

* $p < .05$, ** $p < .01$, ns = non-significant ($p > .05$)

Source: Survey Data, 2024

TABLE 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.672	0.452	0.422	4.53

Predictors: (Constant), Impact, Meaning, Self-Determination, Competence

Dependent Variable: Organisational Commitment

Source: Survey Data, 2024

TABLE 3 ANOVA Test

Model	Sum of Squares	df	Mean Square	F (Sig.)
Regression	1266.26	4	316.56	15.44***
Residual	1537.54	75	20.50	
Total	2803.80	79		

*** $p < .001$

Dependent Variable: Organisational Commitment

Predictors: (Constant), Impact, Meaning, Self-Determination, Competence

Source: Survey Data, 2024

cultures, hierarchy and top-down control are normative, and employees tend to value relational harmony and adherence to formal roles. Luo (2025) reinforces this view by arguing that in high power distance societies, commitment may arise more from fulfilling one's duties within the collective framework than from self-driven agency or autonomy.

These socio-cultural patterns suggest that employees might feel more committed through alignment with organisational norms and shared goals rather than through individual empowerment. As Argyris (1998) points out, not all employees desire empowerment, especially in contexts where organisational structures may not support or reward such autonomy. Hierarchical authority, political considerations, and institutional rigidity likely shape how empowerment is perceived and enacted in Sri Lanka's public sector.

This interpretation is further supported by other empirical studies. Nabila (2008) reported no significant association between Meaning and Self-Determination and organisational commitment, while Chen and Chen (2008) found that Self-Determination had no measurable effect on commitment. These findings illustrate how empowerment outcomes vary across different institutional and cultural environments, and underscore the need for context-sensitive leadership and human resource practices in the public sector.

6 | CONCLUSION

This study provides empirical evidence on how psychological empowerment influences organisational commitment among public sector employees in Sri Lanka. Among the four dimensions of psychological empowerment—Meaning, Competence, Self-Determination, and Impact—only Meaning and Impact demonstrated statistically significant effects on organisational commitment.

These findings underscore the importance of fostering a sense of purpose and meaningful contribution among employees. Public sector organisations are encouraged to clearly communicate the societal value of individual roles and provide visibility into how employees' efforts contribute to broader organisational goals. Conversely, the non-significant effects of Competence and Self-Determination highlight the potential influence of contextual factors such as rigid hierarchical structures and the high job security often characteristic of public institutions, which may limit the motivational value of skill development and autonomy.

Overall, the results emphasize the necessity of designing empowerment strategies that are responsive to the specific organisational and cultural context of the public sector.

6.1 | Theoretical Contributions

This research advances theoretical understanding by showing that psychological empowerment is not a universally uniform construct in its impact on organisational outcomes. Specifically, in the context of Sri Lanka's public sector, the cognitive dimensions of Meaning and Impact are significantly related to organisational commitment, while Competence and Self-Determination are not.

These findings suggest that contextual and cultural factors—particularly high power distance and collectivism—play a critical role in shaping how empowerment is experienced and translated into commitment. As noted by Monod et al. (2023), power and resource distribution within organisations are shaped by deep social structures, which may

TABLE 4 Regression Coefficients

	B	Std. Error	Beta	t	Sig.	VIF
Constant	29.734	7.131	–	4.170	.000	–
Meaning	1.680	0.275	0.564	6.109	.000	1.165
Competence	–0.169	0.424	–0.037	–0.399	.691	1.160
Self-Determination	0.257	0.328	0.071	0.785	.435	1.111
Impact	1.374	0.327	0.371	4.201	.000	1.070

Dependent Variable: Organisational Commitment
Source: Survey Data, 2024

constrain how empowerment initiatives are interpreted by employees. In hierarchical systems, empowerment efforts may not yield the same motivational effects as in flatter, more individualistic contexts.

By highlighting these dynamics, the study contributes to refining psychological empowerment theory and extends literature on organisational commitment in non-Western, collectivist environments. The findings support the need to broaden cross-cultural models of work motivation and commitment to reflect localised values and power dynamics.

6.2 | Managerial Implications

The study also provides important insights for public sector managers. Efforts to improve organisational commitment should begin with enhancing employees' experience of Meaning and Impact. Managers are advised to design roles that align closely with employees' personal values and to communicate how individual contributions support broader organisational objectives.

Additionally, reinforcing a sense of Impact can be achieved by providing feedback that highlights the tangible outcomes of employees' work. Since Competence and Self-Determination were not significant predictors in this context, empowerment initiatives should be designed with cultural and structural realities in mind. Rather than promoting autonomy for its own sake, managers should focus on building collective identity and clarifying roles within the existing hierarchy to encourage commitment more effectively.

6.3 | Limitations and Future Research

Despite its contributions, this study has several limitations. First, the research was conducted in a single public sector organisation in Sri Lanka, which limits the generalisability of the findings. Future research should extend this work across multiple institutions and sectors to validate and expand on these results.

Second, the study's focus on operational-level employees provides a limited perspective. Organisational dynamics differ across hierarchical levels, and understanding how empowerment and commitment unfold at multiple levels is critical (Lissillour 2021). Organisations often function as political arenas with multiple subcultures, and subgroups may experience empowerment differently (Lissillour and Wang 2021).

Third, the cross-sectional nature of the study restricts causal inferences. Longitudinal studies could track changes in empowerment and commitment over time and better evaluate cause-effect relationships.

Fourth, this study did not consider mediating or moderating variables that might influence the empowerment–commitment relationship. Future research could explore the role of mediators such as job satisfaction, work engagement, or perceived organisational support, and moderators such as leadership style, gender, age, tenure, or cultural orientation.

Finally, the research relied solely on quantitative data collected through structured questionnaires. A complementary qualitative approach could provide richer insights into how employees interpret and internalise empowerment in daily organisational life. A practice-based perspective (Lissillour and Silva 2024, Lissillour and Monod 2024) would allow researchers to explore how social interactions, material conditions, and organisational processes shape employees' perceptions of Meaning, Competence, Self-Determination, and Impact. Mixed-methods studies could offer more nuanced, context-sensitive understandings of psychological empowerment and its organisational effects.

AUTHOR CONTRIBUTIONS

The authors contributed to conceptualization, writing, reviewing, editing and addressing reviewer comments.

ACKNOWLEDGMENTS

The authors thank the editor and anonymous reviewers for their contributions to this issue.

FINANCIAL DISCLOSURE

None reported.

CONFLICT OF INTEREST

The authors declare no potential conflict of interests.

REFERENCES

Afshari, L., Young, S., Gibson, P. & Karimi, L. (2020) Organizational commitment: Exploring the role of identity. *Personnel Review*, 49(3), 774–790. doi:10.1108/PR-04-2019-0148.
Ahmad, A. (2018) The relationship among job characteristics organizational commitment and employee turnover intentions: A reciprocation perspective. *Journal of Work-Applied Management*, 10(1), 74–92. doi:10.1108/JWAM-09-2017-0027.

- Al-Sabi, S.M., Al-Ababneh, M.M., Masadeh, M.A. & Elshaer, I.A. (2023) Enhancing innovation performance in the hotel industry: The role of employee empowerment and quality management practices. *Administrative Sciences*, 13(3), 66. doi:10.3390/admsci13030066.
- Allen, N.J. & Meyer, J.P. (1990) The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational and Organizational Psychology*, 63(1), 1–18. doi:10.1111/j.2044-8325.1990.tb00506.x.
- Ambad, S.N.A. & Bahron, A. (2012) Psychological empowerment: The influence on organizational commitment among employees in the construction sector. *Journal of Global Business Management*, 8(2), 73.
- Argyris, C. (1998) Empowerment: The emperor's new clothes. *Harvard Business Review*, 76, 98–106.
- Bandura, A. & Locke, E.A. (2003) Negative self-efficacy and goal effects revisited. *Journal of Applied Psychology*, 88(1), 87. doi:10.1037/0021-9010.88.1.87.
- Berberoglu, A. (2018) Impact of organizational climate on organizational commitment and perceived organizational performance: Empirical evidence from public hospitals. *BMC Health Services Research*, 18(1), 399. doi:10.1186/s12913-018-3149-z.
- Bin Jomah, N. (2017) Psychological empowerment on organizational commitment as perceived by Saudi academics. *World Journal of Education*, 7(1), 83–92. doi:10.5430/wje.v7n1p83.
- Brief, A.P. & Nord, W.R. (1990) *Meanings of occupational work: A collection of essays*.
- Chen, H.F. & Chen, Y.C. (2008) The impact of work redesign and psychological empowerment on organizational commitment in a changing environment: An example from Taiwan's state-owned enterprises. *Public Personnel Management*, 37(3), 279–302. doi:10.1177/0091026008037003.
- Choong, Y.O., Wong, K.L. & Lau, T.C. (2011) Psychological empowerment and organizational commitment in the Malaysian private higher education institutions: A review and research agenda. *Academic Research International*, 1(3), 236–245.
- Conger, J.A. & Kanungo, R.N. (1988) The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13(3), 471–482. doi:10.2307/258093.
- Deci, E.L. & Ryan, R.M. (1985) The general causality orientations scale: Self-determination in personality. *Journal of Research in Personality*, 19(2), 109–134. doi:10.1016/0092-6566(85)90023-6.
- Herrera, J. & De Las Heras-Rosas, C. (2021) The organizational commitment in the company and its relationship with the psychological contract. *Frontiers in Psychology*, 11, 609211. doi:10.3389/fpsyg.2020.609211.
- Hieu, V.M. (2020) Employee empowerment and empowering leadership: A literature review. *Technium*, 2(7), 20–28.
- Hngoi, C.L., Abdullah, N.A., Wan Sulaiman, W.S. & Zaidy Nor, N.I. (2023) Relationship between job involvement, perceived organizational support, and organizational commitment with job insecurity: A systematic literature review. *Frontiers in Psychology*, 13, 1066734. doi:10.3389/fpsyg.2022.1066734.
- Hofstede, G. (2019) *Country comparison - bar charts*. URL <https://geerthofstede.com/country-comparison-bar-charts/>
- Ibrahim, A.M. (2020) Psychological empowerment and organizational commitment among employees in the lodging industry. *Journal of Human Resources in Hospitality & Tourism*, 19(3), 277–295. doi:10.1080/15332845.2020.1737766. URL <https://doi.org/10.1080/15332845.2020.1737766>
- Jha, S. (2011) Influence of psychological empowerment on affective, normative and continuance commitment: A study in the Indian IT industry. *Journal of Indian Business Research*, 3(4), 263–282. doi:10.1108/17554191111180582. URL <http://dx.doi.org/10.1108/17554191111180582>
- Joo, B.K. & Shim, J.H. (2010) Psychological empowerment and organizational commitment: The moderating effect of organizational learning culture. *Human Resource Development International*, 13(4), 425–441. doi:10.1080/13678868.2010.501963. URL <http://dx.doi.org/10.1080/13678868.2010.501963>
- Jordan, G., Miglič, G., Todorović, I. & Marič, M. (2017) Psychological empowerment, job satisfaction and organizational commitment among lecturers in higher education: Comparison of six countries. *Organizacija*, 50(1), 17–32. doi:10.1515/orga-2017-0004.
- Kanter, R.M. (1983) *The Change Masters*. : Simon & Schuster.
- Kraimer, M.L., Seibert, S.E. & Liden, R.C. (1999) Psychological empowerment as a multidimensional construct: A test of construct validity. *Educational and Psychological Measurement*, 59(1), 127–142. doi:10.1177/00131649921969785. URL <https://doi.org/10.1177/00131649921969785>
- Lee, S.N. (2022) The mediating influence of organizational culture on leadership style and organizational commitment. *International Journal of Academic Research in Business and Social Sciences*, 12(1), 730–749. doi:10.6007/IJARBS/v12-i1/11887.
- Liden, R.C., Wayne, S.J. & Sparrowe, R.T. (2000) An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85(3), 407–416. doi:10.1037/0021-9010.85.3.407. URL <https://doi.org/10.1037/0021-9010.85.3.407>
- Lissillour, R. (2021) Institutional contradictions and cognitive categories: A coupling challenged by the implementation of enterprise resource planning systems. *Management Prospective*, 38(5), 19–47. doi:10.3917/g2000.385.0019. URL <https://doi.org/10.3917/g2000.385.0019>
- Lissillour, R. & Monod, E. (2024) The illusion of transparency: Examining power dynamics in AI implementation strategies. *Revue internationale de psychosociologie et de gestion des comportements organisationnels*, 30(80), 79–114. doi:10.3917/rips1.080.0079. URL <https://doi.org/10.3917/rips1.080.0079>
- Lissillour, R. & Silva, M.E. (2024) Going forward and beyond: On the track of a practice turn in supply chain sustainability studies. *RAUSP Management Journal*, 59(2), 138–153. doi:10.1108/rausp-09-2023-0181.
- Lissillour, R. & Wang, J. (2021) Organizational subculture, constructive deviance and technology adoption: Post-implementation of an enterprise information system in China. *Recherches En Sciences de Gestion*, 145(4), 153–181. doi:10.3917/resg.145.0153.
- Llorente-Alonso, M., García-Ael, C. & Topa, G. (2024) A meta-analysis of psychological empowerment: Antecedents, organizational outcomes, and moderating variables. *Current Psychology*, 43(2), 1759–1784. doi:10.1007/s12144-023-04369-8.
- Loes, C.N. & Tobin, M.B. (2020) Organizational trust, psychological empowerment, and organizational commitment among licensed practical nurses. *Nursing Administration Quarterly*, 44(2), 179–187. doi:10.1097/NAQ.0000000000000414.
- Luo, W. (2025) Flexible leadership: Bridging gender dynamics and enhancing enterprise performance. *Management Research Quarterly*, 1(4). doi:10.63029/hd0n4v76.
- Meyer, J.P. & Allen, N.J. (1991) A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. doi:10.1016/1053-4822(91)90011-Y.
- Minai, M.H., Jauhari, H., Kumar, M. & Singh, S. (2020) Unpacking transformational leadership: Dimensional analysis with psychological empowerment. *Personnel Review*, 49(7), 1419–1434. doi:10.1108/PR-10-2019-0580. URL <https://doi.org/10.1108/PR-10-2019-0580>
- Monod, E., Lissillour, R., Koster, A. & Qi, J. (2023) Does AI control or support? Power shifts after AI system implementation in customer relationship management. *Journal of Decision Systems*, 32(3), 542–565. doi:10.1080/12460125.2022.2066051.
- Mowday, R.T., Porter, L.W. & Steers, R.M. (2013) *Employee–organization linkages: The psychology of commitment, absenteeism, and turnover*. : Academic press.

- Mowday, R.T., Steers, R.M. & Porter, L.W. (1979) The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247. doi:10.1016/0001-8791(79)90072-1. URL [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)
- Nabila, A.A. (2008) The relationship between psychological empowerment and organizational commitment: A case study among employees in the construction sector in kota kinabalu, sabah. Master's thesis, School of Business and Economic, Universiti Malaysia Sabah, unpublished Master's dissertation.
- Nwachukwu, C.E., Chladkova, H. & Olatunji, F. (2018) The relationship between employee commitment to strategy implementation and employee satisfaction. *Trends Economics and Management*, 12(31), 46. doi:10.13164/trends.2018.31.45.
- Porter, L.W. & Smith, F.J. (1970) The etiology of organizational commitment, unpublished paper, University of California, Irvine.
- Priyadarshana, D. & Kularathne, H. (2023) The impact of psychological empowerment on employee commitment in divisional secretariats in sri lanka. *International Journal Of Creative and Innovative Research In All Studies*, 5(8), 7–21.
- Raveendran, T. (2023) Impact of psychological empowerment of organizational citizenship behaviour: A study of private insurance companies in the northern province, sri lanka. *South Asian Journal of Business Insights*, 3(1), 47–69. doi:10.4038/sajbi.v3i1.51.
- Rodriguez-Escobar, J.A. (2024) Advancing global management knowledge: Promoting indigenous scholarship from africa and asia. *Management Research Quarterly*, 1(1), 1–3. doi:10.63029/31r4xr24.
- Scott, C., Jaffe, D. & Tobe, G. (1993) *Organizational vision, values and mission*. : Crisp Learning.
- Sheldon, M.E. (1971) Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*, 16(2), 143–150. doi:10.2307/2391824. URL <https://doi.org/10.2307/2391824>
- Spreitzer, G.M. (1995) Psychological, empowerment in the workplace: Dimensions, measurement and validation. *Academy of Management Journal*, 38(5), 1442–1465. doi:10.2307/256865.
- Spreitzer, G.M., Kizilos, M.A. & Nason, S.W. (1997) A dimensional analysis of the relationship between psychological empowerment and effectiveness satisfaction, and strain. *Journal of Management*, 23(5), 679–704. doi:10.1177/014920639702300504.
- Thomas, K.W. & Velthouse, B.A. (1990) Cognitive elements of empowerment: An “interpretive” model of intrinsic task motivation. *Academy of Management Review*, 15(4), 666–681.
- Triguero-Sanchez, R., Peña-Vinces, J. & Ferreira, J.J.M. (2022) The effect of collectivism-based organisational culture on employee commitment in public organisations. *Socio-Economic Planning Sciences*, 83, 101335. doi:10.1016/j.seps.2021.101335.
- Turnipseed, D.L. & VandeWaa, E.A. (2020) The little engine that could: The impact of psychological empowerment on organizational citizenship behavior. *International Journal of Organization Theory & Behavior*, 23(4), 281–296. doi:10.1108/IJOTB-06-2019-0077.
- Zimmerman, M.A. (1995) Psychological empowerment: Issues and illustrations. *American Journal of Community Psychology*, 23(5), 581–599. doi:10.1007/BF02506983.

AUTHORS BIOGRAPHY

Dr. G.K. Hemamali Ganewatta is a Senior Lecturer in Human Resource Management at the University of Ruhuna, Sri Lanka. She holds a PhD in Management from Queensland University of Technology, Australia, and an MBA from the University of Ruhuna. With extensive teaching experience across undergraduate and postgraduate levels, her focus areas include Strategic HRM, International HRM, and Organizational Behavior. Her research interests lie in employee commitment, employee engagement, and Organizational Citizenship Behaviour. She has presented at international conferences and serves as a reviewer and editorial board member for academic journals. She is actively involved in curriculum development and university-industry collaborations, supporting student development and institutional excellence.

Miss Chathuni Adishka Wanniarachchi is a First Class Honours graduate from the Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna, Sri Lanka. Her academic background is rooted in strategic human resource practices and organizational development. She has a strong interest in research related to employee engagement, talent management, and workplace well-being. With a commitment to academic excellence and professional growth, she aspires to contribute to both scholarly research and practical advancements in the field of Human Resource Management.

SUPPORTING INFORMATION

Additional supporting information may be found in the online version of the article at the publisher's website.