

Effects of Employee's Empowerment on Organizational Commitment in Nepalese Organization

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Abstract

This study examines the effects of employees' empowerment on organizational commitment in Nepalese organization. Organizational commitment is the dependent variable. The selected independent variables are autonomy, rewards, communication, motivation and training. The primary source of data is used to assess the opinion of respondents regarding autonomy, rewards, communication, motivation, training and organizational commitment. The study is based on primary data of 123 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of effects of employees' empowerment on organizational commitment in Nepalese organization.

The study showed a positive impact of autonomy on organizational commitment. It indicates that autonomy in job leads to better organizational commitment. Similarly, the study showed a positive impact of rewards on organizational commitment. It indicates that better rewards attract employee to pursue commitment in interested field. Likewise, the study showed a positive impact of training on organizational commitment. It indicates that provides adequate training as per the necessity leads to increase in organizational commitment. Further, the study showed a positive impact of communication on organizational commitment. It indicates that flow of communication leads to make employees committed towards the organizations. In addition, the study showed a positive impact of motivation on organization commitment. It indicates that motivated employees are more committed towards the organization.

Keywords: Autonomy, rewards, communication, motivation, training, organizational commitment

1. Introduction

Organizational commitment is a psychological state that describes the relationship of employees with the organization for which they work and that has deductions for their decision to continue with the organization. Organizational commitment is considered as a key determinant of organizational outcomes such as performance, controllable absenteeism and organizational citizenship behavior (Kebriai *et al.*, 2014). In recent years many efforts have been made to improve organizations that mostly focused on areas such as reduction of hierarchy and bureaucracy, forming dynamic groups, participation in decision making at the lowest level of organization and in other words empowerment of employees (Momtaz *et al.*, 2012). Taktaz (2012) stated that empowerment is an individual beliefs of employees about their role in relation to the organization. Psychological empowerment refers to a set of psychological states that are necessary for individuals to feel a sense of control in relation to their work role (Kheyri and Rahempoor, 2012). Printy and Marks (2006) argued that integrated leadership, which involves shared responsibilities among leaders and employees, improves the quality of organizational outcomes. Similarly, Herscovitch and Meyer (2002) conceptualized organizational commitment as a multidimensional construct comprising affective, normative, and continuance commitment. Autonomy, when combined with robust training and clear communication, has been shown to reduce turnover intentions, demonstrating the indirect effects of empowerment on continuance commitment. Additionally, effective communication

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and rewards systems strengthen employees' normative commitment by reinforcing a sense of obligation and fairness within the workplace (Nguni *et al.*, 2006).

Karami *et al.* (2017) assessed the Nurses' professional competency and organizational commitment: Is it important for human resource management? The study stated that human resource managers should pursue appropriate strategies to enhance the professional competency and organizational commitment of their nursing staff. Similarly, Top *et al.* (2015) examined the transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: public servants versus private sector employees. The study found that there is a significant difference between the public servants and private sector employees in terms of their perceptions on two dimensions of transformational leadership (being an appropriate model, providing individualized support), overall transformational leadership and one dimension of job satisfaction (communication). Likewise, Rita *et al.* (2018) analyzed the moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. The result showed that moderating organizational citizenship behavior does not significantly affect the relationship between organizational commitment, transformational leadership, work motivation and performance of the employee. Further, Aggarwal *et al.* (2018) examined the impact of structural empowerment on organizational commitment: the mediating role of women's psychological empowerment. The results of the study depicted that psychological empowerment mediates all the proposed relationship between different dimensions of structural empowerment and affective commitment. In addition, Al-Madi *et al.* (2017) investigated the impact of employee motivation on organizational commitment. The study revealed a significant impact from employee motivation of front line employees on organizational commitment (affective, normative and continuance).

Saleem *et al.* (2019) analyzed the enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. The study highlighted that transformational leaders must exhibit behavioral integrity to foster empowerment and improve employee performance and commitment. Similarly, Fragkos *et al.* (2020) assessed the structural empowerment is a strong predictor of organizational commitment in nurses: A systematic review and meta-analysis. The study stated that structural empowerment plays a crucial role in enhancing organizational commitment among nurses, and together with psychological empowerment. Likewise, Qing *et al.* (2020) investigated the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations: the mediating role of psychological empowerment. The study concluded that ethical leadership practices are beneficial even in collectivist and unique cultural environments like China and offers insights for promoting ethical behaviors in public sector organizations. Further, Giao *et al.* (2020) analyzed a model of organizational culture for enhancing organizational commitment in telecom industry: Evidence from Vietnam. The study depicted that organizational culture plays a critical role in enhancing employee commitment within the telecom industry and the companies should focus on developing policies that promote the six identified dimensions particularly innovativeness and teamwork to increase employee commitment. In addition, Choi *et al.* (2016) investigated the transformational leadership, empowerment, and job satisfaction: The mediating role of employee empowerment. The study revealed that transformational leadership positively influences job satisfaction and that empowerment significantly enhances job satisfaction.

Marta *et al.* (2021) examined job enrichment, empowerment, and organizational

commitment: The mediating role of work motivation and job satisfaction. The study revealed that job enrichment improves organizational commitment, and efforts should continue in this area and empowerment only enhances commitment through work motivation and job satisfaction, emphasizing the importance of designing motivational and satisfying empowerment activities. Similarly, AlKahtani *et al.* (2021) assessed the impact of employee empowerment on organizational commitment through job satisfaction in four and five stars hotel industry. The study stated that employee empowerment plays a crucial role in increasing job satisfaction, which in turn fosters higher organizational commitment among employees in the hotel industry and the organizations should prioritize empowerment to build a committed workforce and boost performance and productivity. Likewise, Judeh *et al.* (2022) investigated the linking resonant leadership, psychological ownership, and organizational commitment: The mediating role of employee empowerment. The study concluded that practicing resonant leadership, along with effective employee empowerment, enhances psychological ownership and organizational commitment. Further, Siswadi *et al.* (2023) examined the organizational culture and organizational citizenship behavior: The mediating role of learning organizations and organizational commitment. The study revealed that enhancing organizational culture, fostering learning organizations, and promoting organizational commitment positively influence organizational culture behavior. In addition, Siswadi *et al.* (2023) examined the organizational culture and organizational citizenship behavior: The mediating role of learning organizations and organizational commitment. The study concluded that enhancing organizational culture, fostering learning organizations, and promoting organizational commitment positively influence organizational citizenship behavior.

Kebriaei *et al.* (2016) examined the influence of psychological empowerment on organizational commitment among medical employees in a hospital setting. The study showed that the level of organizational commitment and psychological empowerment significantly were higher than average as there was a significant positive relationship between employees' empowerment and their commitment to organization. The study also concluded that due to the positive influence of psychological empowerment on organizational commitment, programs for in-service education should focus on facilitating psychological empowerment to improve and increase organizational commitment. Similarly, Garg and Dhar (2014) assessed the factors affecting the commitment level of hotel employees and its subsequent impact on the quality of services. The findings suggested that enhancing organizational commitment among employees can lead to better service quality in the hospitality sector. Likewise, Employee's organizational identification and affective organizational commitment of the employees analyzed by Stinglhamber *et al.* (2015). The study revealed that organizational identification positively influences temporal change in affective commitment, while AC does not influence organizational identification, establishing organizational identification as a precursor to AC, which subsequently affects turnover. In addition, Chen *et al.* (2015) assessed the organizational justice, trust, and identification and their effects on organizational commitment in hospital nursing staff. The study concluded that the hospital managers should enhance organizational justice, trust, and identification to improve nurses' commitment and reduce turnover, ultimately leading to better patient care and hospital performance. Further, Hanaysha (2016) examined the effects of employee empowerment, teamwork, and employee training on organizational commitment. The study revealed that employee training significantly impacts organizational commitment. The study also concluded that employee empowerment, teamwork, and employee training all positively contribute to organizational commitment in the higher education sector which suggests that management should focus on

these areas to improve organizational commitment among employees.

In the context of Nepal, Gautam and Bhandari (2017) examined the psychological empowerment of employees for competitive advantages: An empirical study of Nepalese service sector. The study concluded that the organization should focus on empowering employees structurally and psychologically so that competitive advantage of the organization could be increased. Likewise, Adhikari (2023) assessed the psychological empowerment and employees' performance: mediating role of innovative behavior in Nepalese organizations. The study concluded that **psychological empowerment significantly enhances employees' innovative behavior and performance**, with innovative behavior acting as a **partial mediator** in the relationship between empowerment and performance. Further, Shah (2024) examined the effect of psychological empowerment on employee job satisfaction of Nepalese commercial banks. The study concluded that enhancing psychological empowerment improves employee job satisfaction, and it is essential for managers to focus on these factors to maintain high levels of satisfaction among employees in Nepalese commercial banks. In addition, Shrestha and Mishra (2015) examined the interactive effects of public service motivation and organizational politics on Nepali civil service employees' organizational commitment. The study suggested that PSM dimensions may vary across cultural contexts, as evidenced by the lack of replication of all original dimensions.

The above discussion shows that empirical evidence vary greatly across the studies on the effects of employees' empowerment on organizational commitment in organization. Though there are above mentioned empirical evidence in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of this study is to examine the effects of employees' empowerment on organizational commitment in Nepalese organization. Specifically, it examines the relationship of autonomy, rewards, communication, motivation and training with organizational commitment in Nepalese organization.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 123 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on autonomy, rewards, communication, motivation, training and organizational commitment. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that organizational commitment depends upon employees' empowerment. The dependent variable selected for the study is organizational commitment. Similarly, the selected independent variables are autonomy, rewards, communication, motivation and training. Therefore, the model takes the following form:

Organizational commitment = f (autonomy, rewards, communication, motivation

and training).

More specifically,

$$OC = \beta_0 + \beta_1 A + \beta_2 R + \beta_3 T + \beta_4 C + \beta_5 M + e$$

Where,

OC = Organizational commitment

A = Autonomy

R= Rewards

T= Training

C = Communication

M = Motivation

Organizational commitment was measured using a 5-point Likert scale where the employees were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Organizational commitment of employees depends on autonomy”, “Rewards affects the organizational commitment of employees” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.711$).

Autonomy was measured using a 5-point Likert scale where the employees were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “The job allows me to make my own decisions about how to schedule my work”, “The job gives me considerable opportunity for freedom in how I do the work” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.817$).

Rewards were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I feel I am being paid financial rewards as the work done”, “I get the opportunity for non-financial rewards too” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.765$).

Training was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Training leads to employee empowerment”, “Due to training and research activities quality of job performance increase” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.721$).

Communication was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Good Communication system helps in employee empowerment “Languages used in the organization are clearly understood” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.781$).

Motivation was measured using a 5-point Likert scale where the respondents were

asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My organization focuses on motivating factors”, “Management is supportive of its employees” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.752$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Autonomy

Job autonomy and organizational commitment are two key factors that influence employees’ behavior and their commitment to the organization. Siregar *et al.* (2021) examined the job autonomy and innovative work behavior of marketing employees in the automotive industry in Indonesia: The mediating role of organizational commitment. The study found that job autonomy has a positive impact on employee commitment. Similarly, Ahakwa *et al.* (2021) assessed the effects of job autonomy, organizational learning, and work environment on organizational commitment of public sector employees in the Ashanti Region of Ghana. The study revealed that there is a positive relationship between job autonomy and organizational commitment. Likewise, Gohar *et al.* (2015) concluded that job autonomy, psychological empowerment, and distributive justice significantly affect organizational commitment of public sector university employees. Further, Akbar *et al.* (2018) revealed that job autonomy, self-efficacy, and work engagement positively influence organizational commitment. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between job autonomy and organizational commitment.

Rewards

Rewards and organizational commitment are critical factors that shape employee behavior and their alignment with organizational goals. Mabaso and Dlamini (2018) investigated the total rewards and its effects on organizational commitment in higher education institutions. The study showed that rewards have positive impact on organizational commitment. Similarly, Widodo and Damayanti (2020) examined the vitality of job satisfaction in mediation: The effect of reward and personality on organizational commitment. The study stated that rewards have positive impact on organizational commitment. Likewise, Zhao *et al.* (2022) analyzed impact of positive verbal rewards on organizational citizenship behavior. The study found that there is a positive and significant impact on organizational commitment. Further, Tawil (2021) investigated the effect of job rewards and organizational commitment on organizational citizenship behavior through mediation of perceived organizational support and work engagement in private higher education lecturers: A conceptual framework. The study concluded that there is a positive relationship between rewards and organizational commitment. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between rewards and organizational commitment.

Training

Employee training and development are critical factors influencing organizational performance and employee growth. Jehanzeb and Mohanty (2018) assessed the impact of employee development on job satisfaction and organizational commitment. There is a positive relationship between training and organizational commitment. Similarly, Salas *et al.* (2012)

examined the design training systematically and follow the science of training. The study showed that there is a positive and significant impact of training programs and organizational commitment. Likewise, Aguinis and Kraiger (2009) analyzed the benefits of training and development for individuals and teams, organizations, and society. The study revealed that there is a positive relationship between training and organizational commitment. Further, Uma (2013) investigated a study on training importance for employees of their successful performance in the organization. The study showed that training has a positive impact on organizational commitment. In addition, Millar and Stevens (2012) assessed the management training and national sport organization managers: Examining the impact of training on individual and organizational performances. The study showed that there is a positive and significant impact of training programs and organizational commitment. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between training and organizational commitment.

Communication

Organizational communication plays a crucial role in influencing various employee attitudes and behaviors. Farahbod *et al.* (2013) investigated the impact of organizational communication in job satisfaction and organizational commitment. The study showed that there is a positive relationship between organizational communication and organizational commitment. Similarly, Engin and Akgoz (2013) examined the effect of communication satisfaction on organizational commitment. The study stated that communication has a positive impact on organizational commitment. Likewise, Kang *et al.* (2012) assessed the relationship between organizational communication and organizational commitment among hospital nurses. The study revealed that there is a positive and significant relationship between communication and organizational commitment. Further, Anggraeni (2020) analyzed the organizational communication, organizational learning, and attitude toward change: Mediating effect of organizational commitment of public sector employees. The study stated that communication has a positive impact on organizational commitment. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between communication and organizational commitment.

Motivation

Employee motivation plays a critical role in influencing organizational commitment, affecting various dimensions of commitment. Al-Madi *et al.* (2017) investigated the impact of employee motivation on organizational commitment. The study showed that motivation has a positive impact on organizational commitment. Similarly, Salleh *et al.* (2016) assessed the influence of work motivation on organizational commitment in the workplace. The study found that there is a positive relationship between motivation and organizational commitment. Likewise, Austen and Zacny (2015) examined the role of public service motivation and organizational culture for organizational commitment. The study revealed that motivation has a positive impact on organizational commitment. Further, Nguyen *et al.* (2019) investigated the impact of organizational commitment on employee motivation: A study in Vietnamese enterprises. The study stated that motivation has a positive impact on organizational commitment. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between motivation and organizational commitment.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent variable and independent variables. The correlation coefficients are based on 123 observations. The dependent variable is OC (Organizational commitment). The independent variables are A (Autonomy), R (Rewards), Training (Training)), C (Communication) and M (Motivation).

Variables	Mean	S.D.	OC	A	R	T	C	M
OC	3.660	0.756	1.000					
A	3.300	0.706	0.632**	1.000				
R	3.470	0.615	0.531**	0.374**	1.000			
T	3.720	0.671	0.616**	0.376**	0.286**	1.000		
C	3.680	0.628	0.702**	0.496**	0.346**	0.499**	1.000	
M	3.650	0.570	0.646**	0.453**	0.376**	0.449**	0.513**	1.000

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study shows that autonomy is positively correlated to organizational commitment. It indicates that autonomy in job leads to better organizational commitment. Similarly, rewards is positively correlated to organizational commitment. It indicates that better rewards attract employee to pursue commitment in interested field. Likewise, training is positively correlated to organizational commitment. It indicates that provides adequate training as per the necessity leads to increase in organizational commitment. Further, communication is positively correlated to organizational commitment. It indicates that flow of communication leads to make employees committed towards the organizations. In addition, motivation is positively correlated to organization commitment. It indicates that motivated employees are more committed towards the organization.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of autonomy, rewards, training, communication and motivation on organizational commitment in Nepalese organization.

Table 2

Estimated regression results of autonomy, rewards, training, communication, and motivation on organizational commitment

The results are based on 123 observations using linear regression model. The model is $OC = \beta_0 + \beta_1A + \beta_2R + \beta_3T +$

$\beta_1C + \beta_2M + e$ where the dependent variable is OC (Organizational commitment). The independent variables are A (Autonomy), R (Rewards), T (Training), C (Communication), and M (Motivation).

Model	Intercept	Regression coefficients of					Adj. R _{bar} ²	SEE	F-value
		A	R	T	C	M			
1	1.930 (10.939)**	0.524 (10.041)**					0.450	0.446	100.824
2	1.843 (8.850)**		0.523 (8.892)**				0.390	0.459	79.065
3	1.288 (5.274)**			0.637 (9.838)**			0.440	0.440	96.777
4	1.327 (6.440)**				0.633 (11.496)**		0.581	0.408	132.147
5	1.160 (5.412)**					0.685 (11.818)**	0.532	0.402	139.675
6	1.568 (8.017)**	0.357 (5.2543)**	0.263 (3.623)**				0.500	0.415	62.029
7	0.826 (3.746)**	0.228 (3.503)**	0.203 (3.077)**	0.370 (5.538)**			0.500	0.415	62.029
8	0.696 (3.238)**	0.153 (2.305)*	0.149 (2.276)*	0.267 (3.760)**	0.258 (3.386)**		0.632	0.356	53.293
9	0.593 (2.783)**	0.132 (2.030)*	0.087 (1.300)	0.219 (3.056)**	0.182 (2.285)*	0.231 (2.658)**	0.650	0.348	46.239

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Organizational commitment is the dependent variable.

Table 2 shows that the beta coefficients for autonomy are positive with organizational commitment. It indicates that autonomy has a positive impact on organizational commitment. This finding is consistent with the findings of Siregar *et al.* (2021). Similarly, the beta coefficients for rewards are positive with organizational commitment. It indicates that rewards have positive impact on organizational commitment. This finding is consistent with the findings of Mabaso and Dlamini (2018). Likewise, the beta coefficients for training are positive with organizational commitment. It indicates that training has a positive impact on organizational commitment. This finding is consistent with the findings of Jehanzeb and Mohanty (2018). Further, the beta coefficients for communication are positive with organizational commitment. It indicates that communication has a positive impact on organizational commitment. This finding is consistent with the findings of Farahbod *et al.* (2013). In addition, the beta coefficients for motivation are positive with organizational commitment. It indicates that motivation has a positive impact on organizational commitment. This finding is consistent with the findings of Salleh *et al.* (2016).

4. Summary and conclusion

Organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization and can be characterized by a strong belief in and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization. Organizational commitment has been widely accepted to be advantageous for both the organization and its employees as it can reinforce the feelings of belongingness,

security of the job, career development, improved compensation, and higher intrinsic rewards.

This study attempts to examine the effects of employee's empowerment in organizational commitment in Nepalese organization. The study is based on primary data of 123 respondents.

The major conclusion of the study is that autonomy, rewards, training, communication and motivation have positive impact on organizational commitment. The study also concludes that motivation is the most significant factor followed by communication that influence the organizational commitment of employees in the context of Nepalese organization.

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