Enhancing Organizational Commitment Through Employee Empowerment
- Empirical Evidence from Telecom Sector Employees

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Abstract: It is believed that employee empowerment influences organizational commitment. The main purpose of this study is to find out the relationship between employee empowerment and organizational commitment. Also to find out the relationship between employee empowerment and the three dimensions of organizational commitment; affective commitment, normative commitment and continuance commitment. This is a correlational study. Four hypothesized relationships are tested among employees of telecommunication sector in Lahore. Data is collected through questionnaires. All the 300 questionnaires were self-administered. To analyze the data descriptive statistics were used which include frequencies, percentages, means and standard deviations; and inferential statistics were used which include the Pearson Product Moment Correlation Coefficient. Results of this study showed positive relationship between employee empowerment and organizational commitment. Results also show positive relationship between employee empowerment and dimensions of organizational commitment; affective commitment, normative commitment and continuance commitment. This result is consistent with previous studies. So it is confirmed that employee empowerment is positively related with organizational commitment.

Key words: Employee empowerment · Organizational commitment · Affective commitment · Normative commitment · Continuance commitment

INTRODUCTION

Organizations are facing challenges about implementing human development strategies to enhance the performance. It is true that effective human development strategies can increase organization's performance. Human Resource policies include employee empowerment, job satisfaction, employee retention, employee motivation, organizational commitment and various others. In modern era of globalization and technological innovation all organizations need employee empowerment to be efficient. Empowerment is one of the most important management styles in this globalized world. Organizations need employee empowerment to increase the motivation level of their employees and to enable them to take quick decisions and react to changes in the environment.

Employee empowerment is a complex tool of management. It is an important motivational technique which should be used in organizations because employees can play an important role in strategic decision making in organizations. Organizations that implement employee empowerment can motivate and retain their employees. Empowerment is actually the sharing of power from top management to low level management. It is concerned with decision making, motivation, job satisfaction and organizational commitment which lead to improve productivity. Satisfied employees are more committed and play their role towards organization's effectiveness and success. Empowerment means that every employee of the company should be involved in decision making process. Empowerment helps an organization to achieve its objectives and sub goals. Empowerment creates the feeling of confidence to

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participate in decision making process and a sense of belongingness in employees. Empowered employees are more motivated and more committed than those who go after the given lines. As this is world of competition and every business wants to gain competitive advantage in the industry. Gaining competitive advantage requires quality products and services, quick response to rapid environmental changes and innovation. For meeting these challenges employee empowerment is essential.

Significance of the Study: This study will investigate the relationship between employee empowerment and organizational commitment in telecommunication sector of Lahore. The study is important on following grounds:

- Result of this research will draw attention towards the different aspects of employee empowerment which influence organizational commitment.
- Result of this study will provide assistance to growing telecommunication companies to accept the importance of employee empowerment and implement empowerment for the success of business.
- By investigating the relationship between employee empowerment and organizational commitment we will prove the importance of employee empowerment and its impact on organizational commitment. This would be a guide for employees of telecom sector.
- This study will be helpful for future researchers.

Literature Review: Commitment is an attitude that reflects an employee's loyalty to the organization and this is an ongoing process through which members of organization can express their concern for organization and its continued success and well-being [1]. According to Buchanan (1974) commitment is a bond between an individual (the employee) and the organization (the employer).This bond is the loyalty and faithfulness for the organization. Carrie`re and Bourque (2009) found that organizational commitment is a psychological stabilizing or helpful force that binds individuals to courses of action relevant to the organization commitment can be defined as the identification and the attachment to an organization and implies three elements: a strong belief/acceptance of the organization's objectives and values, the willingness to exert strong efforts for it and the firm intention to stay within the organization [2, 3] identified three types of commitment; Affective commitment, Continuance commitment and Normative commitment.

Affective commitment is defined as the emotional attachment, identification and involvement that an employee has with its organization and goals (Mowday *et al*, [4] O'Reily & Chatman). [5] further state that affective communication is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal. Meyer and Allen (1997) continue to say that employees retain membership out of choice and this is their commitment to the organization.

Continuance commitment is the willingness to remain a part of the organization because employees have investment in it in the form retirement, relationships with other employees and things that are special to the organization (Reichers, 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers, 1985).

Normative commitment is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace [6]. In 1982, Weiner discusses normative commitment as being a "generalized value of loyalty and duty". Meyer and Allen (1991) supported this type of commitment prior to Bolon's definition, with their definition of normative commitment being "a feeling of obligation.

I take the factors that are job satisfaction, motivation, participative decision making, organizational support, financial reward, communication, promotion prospects, employee empowerment, leadership style etc. I will discuss empowerment here as a factor that affects organizational commitment. Research has proved the empirical relationship between psychological empowerment and organizational commitment in different group of respondents [7-9]. Liu, Fellows and Chiu (2006) found that increase in the perception of work empowerment; will lead to the increase in organizational commitment.

The original meaning of empowerment has been referred to as "authorize, give power to" [10]. The core element of empowerment involves giving employees a discretion (or latitude) over certain task related activities [11-13]. Randolph (1995) defines employee empowerment as "a transfer of power" from the employer to the employees. Empowerment is a management tool to achieve maximum organizational potential. Bowen and Lawler, (1992) cited in Lashley (1996:334) take the view that it is about management strategies for sharing decision-making power. Empowering employees means

giving power to them but it does not mean that management of the organization has no responsibility or no role to play. The fact is that management has more responsibilities such as management must monitor the activities of employees, the ever changing processes, skills needed by employees for such processes and must solve problems of the teams. According to Durai, P. (2010) "Employee empowerment is a technique adopted by the organizations to enable the employees to take independent decisions about the different aspects of their jobs. It enables the employees to plan and execute their own activities with complete responsibility for the performance and results."

From literature we can extract two dimensions of empowerment.

- Psychological perspective/Individual perspective
- Multi-dimensional perspective

Psychological perspective focuses on how a person perceives empowerment. It also focuses on employee's experiences of empowerment. According to [14] the emphasis is on perceptions and beliefs of power, competence, control and self-efficacy. [15] psychologically employee empowerment affects the employee's inner natures (e.g. attitudinal shaping); their expressed behavior (e.g. information sharing) or both (e.g. self-imaging). This form of empowerment is internal state of intrinsic motivation (Conger and Kanungo, 1988; Wilkinson, 1998). [16] argued that psychological state of employees is very important in empowerment process. [17] model depicted that employee empowerment is based on four dimensions or "task assessment" that affected a person intrinsic motivation for the job at hand and these are:

- **Meaningfulness;** the meaning of a value of a task goal or purpose judged in relation to individual own ideals of standards.
- **Competence;** competence is an individual's belief or confidence in his or her capability to perform task activities skillfully.
- **Self-determination (or choice);** autonomy in continuation of work behaviors' and processes. It means the understood control of employee on his work. Employees feel that they are empowered to make decisions.

- **Impact;** The perception of the degree to which an individual can influence certain outcomes of work. [18] defines factor of impact as the feeling of an individual of his/her abilities to have control over the important results and consequences within the organization.

Multi-dimensional perspective examines the role of leaders and managers in an organization. According to Psoinos and Smithson (2002) leader may also contribute in recognizing the contributions made by subordinates by focusing on efforts of an employee as important. [19] argued that there may be limits to the rewards that leaders are able to offer. So, senior management may also need to consider the implementation of profit related incentive schemes.

Relationship Between Employee Empowerment and Organizational Commitment: [20] claimed that empowerment is accompanied with commitment and personnel who are more empowered are more loyal. [21] indicated the positive relationship between empowerment and organizational commitment in his studies. [22-34] carried a research to examine the relationship between empowerment and organization commitment. Sample consisted of 133 working professionals from the Service Industry covering Information Technology (IT), Information Technology enabled services and Financial Services (Banks and Insurance). The sample consisted of 102 male and 31 female respondents. Empowerment was measured by instrument developed by Spreitzer (1995). Organizational commitment was measured by instrument developed by Meyer, Allen and Smith (1993). The study showed that empowerment significantly influenced all three forms of commitment.

Proposed Hypotheses: Following are the proposed hypotheses of this research:

H1: Employee empowerment is positively and significantly related with organizational commitment.

H2: Employee empowerment is positively and significantly related with affective commitment.

H3: Employee empowerment is positively and significantly related with normative commitment.

H4: Employee empowerment is positively and significantly related with continuance commitment.

Proposed Conceptual Framework
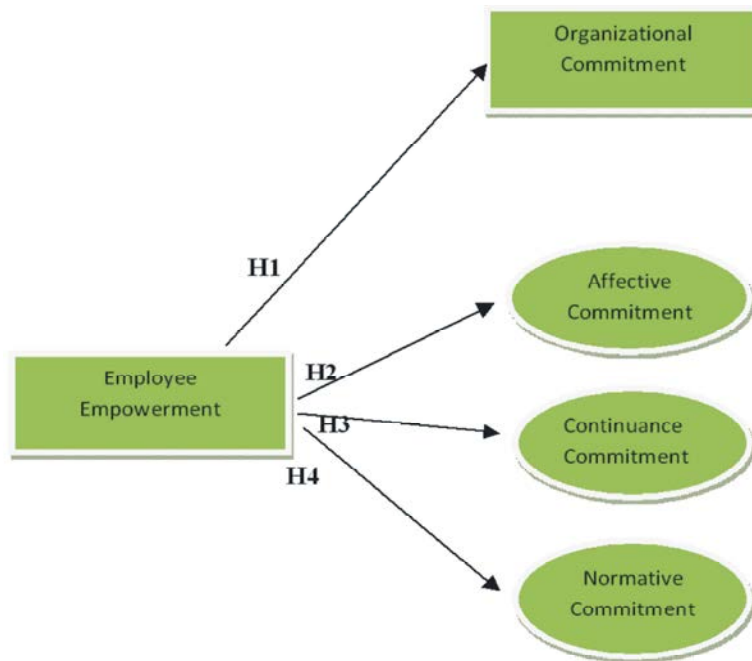
Research Methodology: The purpose of this research is to investigate the relationship between employee empowerment and organizational commitment. Also to find out the relationship between employee empowerment and three dimensions of organizational commitment; affective commitment, continuance commitment and normative commitment in telecommunication sector of Lahore.

This is a correlational study. This study is cross sectional and research is conducted at a specific point of time. The unit of analysis is individual employees. The population includes all employees of telecommunication sector in Lahore. The reason for conducting this research in Lahore is that Lahore is the financial hub of Pakistan. All telecommunication companies are actively working in Lahore. In this sector seven (7) companies are working in Lahore. In this research I used simple random sampling. Simple random sampling process is done in a single step in which every member is selected independently of the other members of population. The advantage of this technique is that assembling of sample is easy. It is fair to select a sample from the given population as every member of population has an equal chance of being selected. In Pakistan telecommunication sector has approximately 20,000 employees according to various reports of telecommunication companies. I selected telecommunication sector of Lahore and visited several offices of telecommunication companies for data collection in Lahore. 300 employees are selected as sample which is 1.5% of total population. Data is collected through questionnaire. The techniques that will be used to analyze the data are descriptive statistics which include frequencies, percentages, means and standard deviations; and inferential statistics which include the Pearson Product Moment Correlation Coefficient.

Data Analysis: This section will show the statistics about all 18 items measuring employee empowerment and organizational commitment that are included in the questionnaire.

Table 4.1 explains that 132 employees agreed (44%) with the statement that they are given the chance to influence decision making. 79 employees (26.3%) disagreed and 89 employees (29.7%) are neutral about this statement.125 employees (41.6%) agreed with the statement that first line workers are consulted before making decision.94 employees (31.3%) are neutral and 81 employees (27%) disagreed. 210 employees (70%) agreed that top managers get chances to influence decisions. 37 employees (12.3%) disagreed.53 employees (17.7%) showed neutral response. About the statement 'my manager encourages me to make my own decisions as far as possible' 107 employees (35.7%) showed neutral

Table 4.1: Employee Empowerment

	Q1 *		Q2 **		Q3 ***		Q4 ****	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Strongly Disagree	30	10.0	27	9.0	19	6.3	21	7.0
Disagree	49	16.3	54	18.0	18	6.0	32	10.7
Neutral	89	29.7	94	31.3	53	17.7	107	35.7
Agree	95	31.7	88	29.3	146	48.7	109	36.3
Strongly Agree	37	12.3	37	12.3	64	21.3	31	10.3
Total	300	100	300	100	300	100	300	100

Table 4.1: Employee Empowerment

	Q5 *****		Q6 ******		Q7 *******		Q8 ********	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Strongly Disagree	40	13.3	14	4.7	23	7.7	32	10.7
Disagree	52	17.3	30	10.0	32	10.7	58	19.3
Neutral	79	26.3	57	19.0	67	22.3	85	28.3
Agree	90	30.0	131	43.7	130	43.3	99	33.0
Strongly Agree	39	13.0	68	22.7	48	16.0	26	8.7
Total	300	100	300	100	300	100	300	100

* I am given the chance to influence decision making.

** First line workers are consulted before making decision.

*** Top managers get chances to influence decisions.

**** My manager encourages me to make my own decisions as far as possible.

***** My manager consults me before making decisions that will affect me.

****** If I have a problem I can speak directly to management.

******* My manager allows me to give suggestions on a certain issue in decision making

******** My opinion is asked before changes are made in the way I work.

Table 4.2: Affective Commitment

	Q9 *		Q10**	
	Frequency	%	Frequency	%
Strongly Disagree	16	5.3	10	3.3
Disagree	19	6.3	09	3.0
Neutral	71	23.7	99	33.0
Agree	151	50.3	125	41.7
Strongly Agree	43	14.3	57	19.0
Total	300	100	300	100

* The work I execute is interesting.

** The work I execute is interesting.

Table 4.3: Continuance Commitment

	Q11*		Q12**	
	Frequency	%	Frequency	%
Strongly Disagree	15	5.0	10	3.3
Disagree	23	7.7	25	8.3
Neutral	81	27.7	75	25.0
Agree	130	43.3	122	40.7
Strongly Agree	51	17.0	68	22.7
Total	300	100	300	100

* I am rewarded for work well done.

** Right now staying with my organization is a matter of necessity as much as desire.

Table 4.4: Normative Commitment

	Q13*		Q14**		Q15***		Q16****	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Strongly Disagree	40	13.3	16	5.3	13	4.3	41	13.7
Disagree	53	17.7	47	15.7	25	8.3	47	15.7
Neutral	76	25.3	89	29.7	80	26.7	99	33.0
Agree	94	31.3	103	34.3	108	36.0	78	26.0
Strongly Agree	37	12.3	45	15.0	74	24.7	35	11.7
Total	300	100	300	100	300	100	300	100

Table 4.4: Normative Commitment

	Q17*****		Q18******	
	Frequency	%	Frequency	%
Strongly Disagree	9	3.0	29	9.7
Disagree	31	10.3	45	15.0
Neutral	72	24.0	78	26.0
Agree	129	43.0	92	30.7
Strongly Agree	59	19.7	56	18.7
Total	300	100	300	100

* Even if I did not need the money, I would still keep executing my work.

** It would be hard for me to leave my organization right now, even if I wanted to.

***This is a nice organization to work for.

**** I would feel guilty if I left my organization.

***** This organization deserves my loyalty.

****** Jumping from organization to organization does not seem at all unethical to me.

response. 53 employees (17.7%) disagreed and 140 employees (46.6%) agreed with the same statement. 129 employees (43%) agreed with the statement that their managers consult them before making decisions that affect them while 92 employees (30.6%) disagreed. 79 employees (26.3%) showed neutral response. 199 employees (66.4%) agreed that they can speak directly to management if they have a problem. 44 employees (14.7%) disagreed and 57 employees (19%) showed neutral response. 178 employees (59.3%) agreed with the question 'my manager allows me to give suggestions on a certain issue in decision making', 55 employees (18.4%) disagreed and 67 employees (22.3%) showed neutral response. 125 employees (41.7%) agreed with the statement 'my opinion is asked before changes are made in the way I work'. 90 employees (30%) disagreed and 85 employees (28.3%) showed neutral response.

194 employees (64.6%) agreed that their work is interesting. 35 employees (11.6%) disagreed with this statement while 71 employees (23.7%) showed neutral response (Table 4.2). 177 employees (60.7%) agreed that 'I am proud of the work I execute', 99 employees (33%) showed neutral response and 19 employees (6.3%) disagreed with the statement.

Table 4.3 show the statistics about the statement 'I am rewarded for work well done'.181 employees (60.3%) agreed, 38 employees (12.7%) disagreed and 81 employees (27%) showed neutral response. 190 employees (63.4%) agreed that staying with their organization is a matter of necessity. 35 employees (11.6%) disagreed and 75 employees (25%) showed neutral response.

Table 4.4 show the responses of employees about the statement that they would work even if they did not need the money.131 employees (43.6%) agreed with the statement, 93 employees (31%) disagreed while 76 employees (25.3%) showed neutral response. 148 employees (49.3%) agreed with the statement 'It would be hard for me to leave my organization right now, even if I wanted to'. 63 employees (21%) disagreed with the statement while 89 employees (29.7%) showed neutral response. 182 employees (60.7%) consider their organization nice to work for. But 38 employees (12.6%) disagreed.80 employees (26.7%) showed neutral response about this. 113 employees (37.7%) feel guilty if they left their organization. 88 employees (29.4%) disagreed with the statement and 99 employees (33%) showed neutral response. 188 employees (62.7%) think that their organizations deserve their loyalty.40 employees (13.3%)

Table 4.5: Descriptive Statistics

Particulars	Mean	Std. Deviation
Employee empowerment	3.3546	.64759
Affective commitment	3.6600	.84565
Continuance commitment	3.6533	.76164
Normative commitment	3.3733	.61542
Organizational commitment	3.4867	.53495

Table 4.5: Illustrates the descriptive statistics for the variables employee empowerment and organizational commitment. Employee empowerment has S.D= 0.64759 and mean= 3.3546.

4.6 Correlations

		Affective Commitment	Continuance Commitment	Normative Commitment	Organizational Commitment
Employee empower-ment	Pearson Correlation	.430**	.254**	.342**	.444**
	Sig. (2-tailed)	.000	.000	.000	.000

**. Correlation is significant at the 0.01 level (2-tailed).

do not think so. While 72 employees (24%) showed neutral response. 148 employees (49.4%) are of the view that jumping from organization to organization does not seem unethical to them. 74 employees (24.7%) disagreed with the statement while 78 employees (26%) showed neutral response.

Table 4.6 explains the relationship of employee empowerment with organizational commitment and its dimensions. Employee empowerment is significantly and positively related with organizational commitment (p<0.01). There is a moderate relationship (r=0.444). Thus our H1 is accepted. The relationship between employee empowerment and affective commitment is highly significant and positive (p<0.01). The intensity of relationship is moderate (r=0.430). Hence H2 is also accepted. Employee empowerment and normative commitment have positive and highly significant relationship (p<0.01). Thus H3 is also accepted. There exists a moderate relationship between employee empowerment and normative commitment (r=0.342). Employee empowerment and continuance commitment also have highly significant and positive relationship (p<0.01). Therefore H4 is also accepted and the intensity of relationship is weak (r=0.254).

DISCUSSION

This study was conducted on telecommunication sector in Lahore. Conducting this study in Lahore has a reason. Lahore is the business hub of Pakistan. All telecommunication companies are actively working in Lahore. In this research data is collected from employees of telecommunication sector.

In telecommunication sector 56% employees are not given the chance to influence decision making (Table 4.1). The reason is that in Pakistan employees are not empowered by employers as employers have future fears. Employees think that they are not consulted and top managers take all decisions. 41.6% employees agreed that first line workers are consulted before making decisions (Table 4.1) as first line workers are an important part of organization and without their opinion decisions may go wrong. Those who disagreed (58.3%) think that just supervisors are consulted in decision making process. 70% employees agreed that top managers get chances to influence decision making (Table 4.1). The reason is that top managers make all decisions for their organization. 46.6% employees are encouraged by their managers to make their own decisions as far as possible. Majority of employees are not encouraged by their managers to make their own decisions (Table 4.1), 56.9% employees are not consulted by their managers before making decisions that affect them (Table 4.1). These employees think that mangers don't empower them to secure their own position as managers have future fears. 66.4% employees can speak directly to management if they have a problem as they think their organization is paying serious attention to their problems and is also taking measures to solve them (Table 4.1). In this way their productivity also increases as they can pay proper attention to work. 59.3% agreed that their managers allow them to give suggestions on a certain issue in decision making (Table 4.1). The reason is that in some organizations the concept of empowerment is getting more importance and employees are encouraged to take their own decisions to a limit. Majority of employees disagreed that their opinion is asked before changes are made in the way they work (Table 4.1) because managers don't ask their opinion in decision making as managers have future fears. These are different aspects of employee empowerment which we considered in this study. Descriptive analysis of the variable employee empowerment tells that its mean is 3.3546 and

S.D=0.64759 (Table 4.5). This shows that majority of respondents agreed with the above aspects of employee empowerment. So employee empowerment has a considerable impact as previous research also supports it. Supervisors empower their employees by giving an opportunity and autonomy to make decision about their work methods, pace and efforts in order to increase their subordinates' commitment [23].

Majority of employees feel that work or tasks assigned to them are interesting because their duties match with their skills. These employees like challenging tasks and are innovative. Those who do not feel that tasks assigned to them are interesting think that their supervisors assigned them tasks of same nature. They think their work is boring and not challenging (Table 4.2). Large numbers of employees are proud of the work they execute as they are given the tasks which they can perform better. Small numbers of employees in telecommunication sector are not proud of their work because they think that tasks are not challenging and their abilities are underestimated (Table 4.2). These are aspects of affective commitment which is the dimension of dependent variable, organizational commitment. Descriptive statistics of affective commitment show that it has S.D=0.84565 and mean=3.66 (Table 4.5) which is above average (mean=3). It means majority of employees agreed with the above two aspects of affective commitment which shows that affective commitment has a considerable impact as it is also clear from the previous researches. Each individual employee within an organization must have a sense of belief that they have the necessary skills and capability to perform their work better (Spreitzer, 1995).

60.3% employees are rewarded for work well done as they think performance appraisal program is good in their organization and their performance is properly evaluated and they are fairly rewarded. 12.7% employees are not satisfied with the reward because they think performance evaluation system is not good in their organization (Table 4.3). 63.4% employees are staying with their organization because it is a matter of necessity (Table 4.3). Unemployment and lack of availability of jobs are main reasons for it. Those employees (11.6%) for whom staying with their organization are not matters of necessity have more attractive job offers. These are aspects of continuance commitment. Descriptive statistics show that continuance commitment has mean=3.6533 and standard deviation= 0.76164 (Table 4.5). Mean value shows that majority of respondents agreed with the above aspects of continuance commitment. Therefore continuance commitment has considerable impact in this study.

Small number of employees would still keep executing their work even if they did not need money because they are single and have fewer responsibilities to support their homes. Majority of respondents (56.3%) would not work without money because they have to financially support their families (Table 4.4). A large number of employees cannot leave their organization even if they wanted to because they have family responsibilities and finding another job is time taking and difficult for them due to lack of job opportunities in market. Those who are ever ready to leave their organization think that they have more attractive job offers and they have less financial responsibilities of their families. Most employees are satisfied with their organization and think their organization is nice place to work for as their organization pays attention to their needs (Table 4.4). Organization has good pay system, good performance appraisals and reward system. Some employees are not satisfied with their organization as they think organization have poor reward and pay system. Minority of the employees in telecommunication sector have commitment in their nature and a sense of loyalty for their company. They would feel guilty if they left their company. Majority of employees are not committed with their companies and they would not feel guilty if they left their companies. 62.7% employees (Table 4.4) are loyal and committed with their organization and they avoid changing their jobs because their relationships have been developed with their boss and with the organization as well with the passage of time. 13.3% employees think their organization does not deserve their loyalty (Table 4.4), 24.7% are ready to switch over their jobs (Table 4.4) as their relations with their bosses are not developed and they have more job opportunities. These are all aspects of normative commitment. Descriptive statistics of normative commitment describe that its mean is 3.3733 and standard deviation is 0.61542 (Table 4.5). Mean value of norative commitment shows that most of the employees agreed with the above aspects. Therefore normative commitment has considerable impact as it is clear from previous researches. According to Wiener (1982) when it comes to one's commitment to their place of employment they often feel like they have a moral obligation to the organization.

Above discussion is the evidence that majority of employees are proud of the work they execute and feel their work interesting. They think they are fairly rewarded for work well done. They are ready to work for their organization without money and are not willing to leave their organization. Staying with the organization is their need. They are satisfied with their organization's policies and are loyal with their organization. Small numbers of

employees are not committed as they are ready to accept any other job offer. They would not work without money because they have to financially support their families. Above are some aspects of organizational commitment as a whole. Descriptive statistics of organizational commitment tells that it has mean=3.4867 and S.D=0.53495 (Table 4.5). Descriptive statistics show that majority of people agreed with the above aspects. Therefore organizational commitment has a considerable impact as it is also cleared from previous researches. According to Buchanan (1974) commitment is a bond between an individual (the employee) and the organization (the employer).This bond is the loyalty and faithfulness for the organization.

CONCLUSION

The primary purpose of this research was to investigate the relationship between employee empowerment and organizational commitment in telecommunication of Lahore. The results of this research indicate that there is a positive and highly significant relationship (p<0.01) between employee empowerment and organizational commitment in telecommunication sector of Lahore (Table 4.6).

Results indicate that there is statistically positive and highly significant (p<0.01) relationship between employee empowerment and affective commitment in telecommunication sector of Lahore. The intensity of relationship is moderate. Previous researches also support this result. According to Jing-zhou, Xiao-xue *et al*. (2008) empowerment and affective commitment have a positive relationship.

Findings of this study show a statistically positive and highly significant (p<0.01) correlation between employee empowerment and continuance commitment. The result is consistent with previous researches. The study of [24] focuses on the relationship between teacher empowerment and teachers' organizational commitment. Organizational commitment comprises dimensions of affectiveness and continuance. Various statistical tools were used and they found that perceived empowerment does correlate with organizational commitment.

Result of this study indicate a statistically positive and highly significant correlation (p<0.01) between employee empowerment and normative commitment. This result is consistent with studies of previous researchers. [25] carried a research to examine the linkages between empowerment and factors of organizational commitment. The results of this study confirm that the empowerment influences affective and normative commitment positively.

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