

Determinants of Organizational Commitment: The Roles of Employee Empowerment, Self Efficacy, and Perceived Organizational Support in Public Institutions

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ABSTRACT

Organizational commitment is crucial to enhancing the performance of employees and the efficiency of the institutions of the public sector. Nevertheless, the issues of low engagement, lack of participation, and motivation remain problematic to many government organizations. These concerns underscore the need to explore psychological and structural aspects that determine the development of attachment perceived organizational support in public by employees towards their place of work. This paper explores how employee empowerment, self efficacy and perceived organizational support affect organizational commitment in a local government organization. The quantitative method was employed to collect data on 78 employees via a structured questionnaire and to analyze it with the help of the multiple linear regression. The findings indicate that organizational commitment is significantly enhanced with the empowerment of employees and self efficacy, whereas organizational support positively though not very strong. The three variables combined can account 66.7% of organizational commitment variance. The results highlight the necessity to tighten the participatory working conditions, build trust in the employees to use their skills, and develop better support systems within organizations. Such implication give recommendations to leaders in the public sector who want to ensure that they have a more committed, motivated, and resilient workforce.

Keywords: Employee Empowerment; Commitment; Perceived Organizational Support; Public Sector; Self Efficacy

INTRODUCTION

Organizational commitment has long been recognized as a fundamental determinant of employee performance, stability, and the overall effectiveness of public institutions. In many government organizations, persistent issues such as limited participation in decision making, inconsistent confidence in completing complex tasks, and a growing tendency to seek employment elsewhere indicate that commitment levels are not yet optimal among employees. These conditions highlight the importance of understanding the organizational and psychological factors that shape employees' willingness to remain loyal and engaged in their institution.

Employee empowerment has emerged as a critical mechanism for strengthening employee attachment, as it enhances autonomy, participation, and meaningful involvement in organizational processes. Research has shown that empowering employees not only increases their sense of control but also strengthens affective and normative bonds with the organization (Aziri et al., 2022). Likewise, self efficacy defined as individuals' confidence in their ability to accomplish work tasks plays a strategic role in shaping employees' persistence, motivation, and organizational attachment. Bandura's (2021) theoretical explanations demonstrate that individuals with higher self efficacy are more resilient in facing challenges, ultimately contributing to stronger organizational commitment. Empirical evidence also supports this view; studies have consistently found that self efficacy significantly enhances employees' loyalty and commitment (Adnan et al., 2024; Nazir et al., 2022)

Perceived Organizational Support (POS) further contributes to employees' commitment by reinforcing beliefs that the organization values their contributions and cares about their well being. Prior studies indicate that higher POS strengthens affective, normative, and continuance commitment by creating a reciprocal sense of obligation between employees and the organization (Artatanaya et al., 2023; Sari et al., 2023). In the context of the Regional Secretariat of Kerinci Regency, gaps related to career development opportunities and organizational recognition have been identified as significant contributors to weakened perceptions of support, which in turn reduce commitment.

Although empowerment, self efficacy, and perceived organizational support have each been widely studied, limited empirical research integrates all three variables within the public sector environment particularly within local government institutions where bureaucratic structures and resource constraints differ from private organizations. This study addresses that gap by examining the combined and individual influences of employee empowerment, self efficacy, and POS on organizational commitment. The results of the original research show that these three variables collectively explain 66.7% of the variance in employees' organizational commitment, marking a substantial explanatory power in the public sector setting.

Accordingly, the objective of this study is to analyze how empowerment, self efficacy, and perceived organizational support shape organizational commitment among government employees. The significance of this research lies in its contribution to strengthening human resource policies in public institutions, offering insights into psychological and structural drivers of commitment. The novelty of this study emerges from its integrated model that simultaneously examines three critical predictors within a local government context, while the contribution lies in providing empirical guidance for designing interventions that enhance employee autonomy, confidence, and perceived support factors that collectively foster a more loyal, motivated, and resilient public sector workforce.

LITERATURE REVIEW

Employee Empowerment

The issue of employee empowerment has received a lot of debate on its role as a strategic process that enhances the feeling of autonomy, ownership and control in the employees regarding their work. According to the leading literature of modern management, empowerment positively influences the level of intrinsic motivation in employees and their readiness to engage in organizational decisions, which eventually benefits the organizational performance (Choudhury et al., 2022; Lee & Kim, 2024). Empowered people are likely to view their work as significant and in line with the organization objectives and they have more psychological attachment. The recent report also highlights that the empowerment also plays a significant role in the development of positive work attitudes such as organizational commitment, especially in public sector and other institutions in the state of administrative reforms (Andika & Darmanto, 2020; Chol et al., 2025; Versiana, 2021). These results indicate that empowerment contributes significantly to the long term attachment of employees to their organization.

H₁: There is a positive relationship between employee empowerment and organizational commitment.

Self Efficacy

The other critical psychological element that determines the way employees perceive their capabilities to perform tasks is self efficacy. Persistence, resilience, and work related confidence are predetermined with self efficacy and hence benefit the effectiveness and mental well being of employees (Angggita & Andayani, 2020; Ashfaq et al., 2021; Beltrán-Martín et al., 2023; Syabarrudin et al., 2020). The studies have shown that more self efficacious workers are more motivated and emotionally engaged, which gives them the ability to stay committed to work even in the face of complicated challenges in the public sector (Lin et al., 2024; Zheng et al., 2025) Since self efficacy influences behavioral preferences and emotional stability, it can become one of the predictors of the degree of commitment among the employees. Accordingly, self efficacy will have a beneficial impact on organizational commitment as a result of its impact on enduring motivation and involvement in tasks.

H₂: Self efficacy has a positive effect on organizational commitment.

Perceived Organizational Support

Perceived organizational support is a construct that defines the beliefs of employees in regard to the level to which an organization appreciates their efforts and is concerned about their well being. Recent reports claim that perceived organizational support enhances mutual relations between workers and organizations, enhances the sensation of job security, and supports the loyalty (Zagenczyk et al., 2021; Zhu et al., 2024). In the government, perceived organization support has been observed to increase job satisfaction, decrease turnover intention, and affective commitment by indicating that the organization appreciates the effort of employees (Aldabbas et al., 2025; Lim & Moon, 2025; Utomo et al., 2023). As soon as the employees feel supported in a high degree, they are likely to respond with positive attitudes, enhanced performance, and involvement in the organizational life. These results show that organizational commitment is strongly predicted by the perceived organizational support.

H₃: Organizational perceived organizational support has a positive effect on organizational commitment.

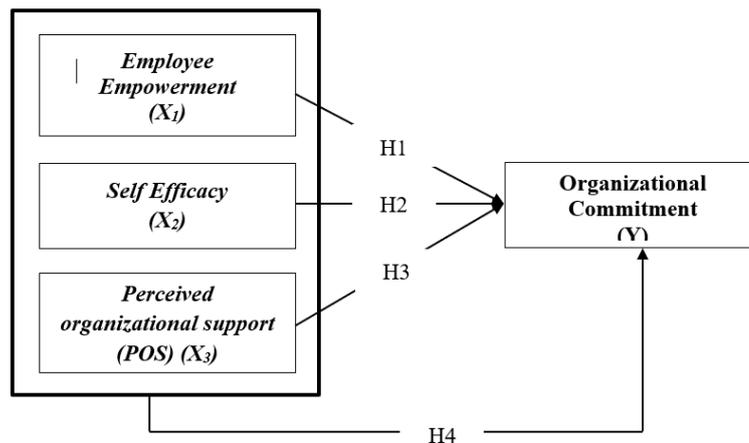
Employee Empowerment, Self Efficacy, perceived organizational support

Past empirical studies are cogent in terms of the associations between employee empowerment, self efficacy, perceived organizational support and organizational commitment. Empowerment has repeatedly been found to enhance perceived control and meaningfulness at work leading to increased commitment. Self efficacy studies validate the findings that the more individuals are confident in their abilities, the more they are persistent and have emotional attachment towards their organizations. In the meantime, the evidence on the perceived organization support shows that employees return organizational care in terms of loyalty and commitment (Ridwan et al., 2020). Despite the examination of these variables as independent variables in different organizational settings, the combined analyses in the public sector settings are not very common thus there is a gap in the literature that this study aims to fill. This study values the literature by providing an in depth insight into the combined effect of empowerment, self efficacy, and organizational support with organizational commitment in a government agency.

H₄: Perceived organizational support, self efficacy and employee empowerment.

Conceptual Framework

Figure 1. Research Framework



RESEARCH METHOD

This was a quantitative explanatory research study aimed at examining the explanatory relationships between employee empowerment, self efficacy, perceived organizational support, and organizational commitment in a public sector environment. The setting of the research was the Regional Secretariat where employees are the main unit of analysis. All of the seventy-eight civil servants who served in its various administrative divisions were the target population. Because of the relatively small population size, the study used a saturated sampling method, so it guaranteed that all the eligible employees were sampled as respondents. This method allowed an in-depth coverage of the organizational environment and enhanced internal validity of the results. The respondents were different in age, tenure, and job categories which gave the data the diversity present in the institution.

The questionnaire was a structured questionnaire that was administered directly to all employees as the means of data collection. The tool contained statements, which were

gauged by a five-point Likert scale that entailed the degree to which the respondents agreed. The questionnaire was altered using standardized measurement scales in the existing academic literature to fit the situation of working in the public sector before distribution. The data collection process provided anonymity and promoted the truthfulness of the participants by telling them that their identities would not be revealed.

Each construct was operationalized by using validated measures of previous empirical investigations. The employee empowerment was measured using the perceptions of autonomy, meaning, competence and influence in the decision making processes. Self efficacy summarized the beliefs that the employees had on their abilities to complete job activities and conquer problems. Perceived organizational support indicated how the employees thought about the degree to which the organization cares about them and their well-being. Measured organizational commitment dimensions were on affective, continuance and normative dimensions which identify psychological commitment of an individual to his or her institution. All measures were tested on the dimensions of validity and reliability before the main analysis was conducted to make sure that every indicator was the correct depiction of the intended construct. The statistical package of social sciences was then used to analyze the data through multiple linear regression with the version 26 of SPSS to determine both the individual and group effect of the predictor variable on organizational commitment.

RESULTS

Table Format

Statistical Results

Table 1. Descriptive Statistics

Variabel	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Komitmen organisasi (Y)	78	44.00	54.00	49.3205	2.36585	5.597
<i>Employee empowerment (X₁)</i>	78	60.00	74.00	66.5513	3.18946	10.173
<i>Self efficacy (X₂)</i>	78	43.00	61.00	52.6667	3.37934	11.420
<i>Perceived Organizational Support (POS) (X₃)</i>	78	27.00	47.00	40.1154	3.67151	13.480
Valid N (listwise)	78					

Source: Processed Data (2025)

According to the data in Table 1, organizational commitment is preferred with a mean score of 49.32 with a range of 44 to 54, with a standard deviation of 2.36 reflecting rather homogeneous answers of the respondents. This implies that the majority of workers exhibit high commitment rates in the organization. Empowerment has a mean of 66.55 with a range of 60 to 74 and a standard deviation of 3.18, which occupies a broadly good feeling of empowerment among employees though there are some slight differences in perceptions among the employees. The mean of self-efficacy is 52.67, having a range of 43 to 61 and a standard deviation of 3.38, which means that the employees are well-confident in their abilities and the variability of their answers is moderate. In the meantime, perceived organizational support demonstrates an average of 40.12 with a range of 27 to 47 with the largest standard deviation of 3.67. This implies that the organizational support perceptions of employees are more diversified than the other variables, and they might indicate varying personal experiences of organizational support, be it in the recognition, appreciation, or institutional support. In general, the descriptive findings demonstrate quite positive perceptions in all variables, which are justified by the adequate level of variance, which implies the stable organizational environment and the positive attitudes of the employees to their work and to the psychological factors investigated in the given research.

Table 2. Regression Results

No	Variabel	B	t	Sig.
	(Constant)	29.947	5.335	.000
1	<i>Employee empowerment (X₁)</i>	.323	3.549	.001
2	<i>Self efficacy (X₂)</i>	.385	4.753	.000
3	<i>Perceived Organizational Support (POS) (X₃)</i>	.368	3.228	.003

Source: Primary Data, Processed with IBM SPSS 26.0 2025

The result in Table 2 show that there are significant positive effects of the three predictor variables on organizational commitment. The correlation of employee empowerment with the coefficient of B = 0.323 and t-value = 3.549 and significance value = 0.001 indicates that the higher the level of empowerment, the greater the organizational commitment. This implies that the more employees are trusted and involved and have increased autonomy, the more they attach themselves to the organization. The coefficient of self-efficacy is the greatest of the predictors, and the B = 0.385, the t-value = 4.753, and the level of significance = 0.000. This observation demonstrates that the belief of employees in themselves is the key factor that can influence their motivation and their commitment to the organization in the long run. The perceived organizational support also demonstrates the significant positive influence, having B = 0.368, t-value of 3.228, and the significance value of 0.003. This means that the employees who feel appreciated, encouraged and appreciated by their organizations have a higher degree of commitment. On the whole, the model ascertains that structural, psychological and relational aspects of work together to enhance organizational commitment at work place.

Table 3. F Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.048	3	25.016	5.201	.000 ^b
	Residual	355.939	74	4.810		
	Total	430.987	77			

Based on the ANOVA results in Table 3, the regression model demonstrates a statistically significant ability to predict organizational commitment. The F-value of 5.201 with a significance level of 0.000 confirms that employee empowerment, self-efficacy, and perceived organizational support collectively contribute to explaining variations in commitment. The regression sum of squares (75.048) compared with the residual value (355.939) indicates that the model accounts for a meaningful portion of the total variance. These results show that the predictors, when considered together, provide a significantly stronger explanation of organizational commitment than would occur by random chance.

DISCUSSION

The empowerment of employees on Organizational commitment

The primary aim of the research was to investigate the impact of employee empowerment, self-efficacy, and perceived organizational support on the organizational commitment of employees at the Regional Secretariat of Kerinci Regency in a combination. The findings indicate that employee empowerment positively and significantly influences organizational commitment, proving that an increased autonomy,

participation in decisions, and confidence of leaders increase the emotional commitment of employees to the organization. The research results are in line with the earlier studies, including (Andika & Darmanto, 2020) who highlighted the importance of empowerment in developing favorable attitudes toward the organization in the employees and (Pradopo, 2020) who has concluded that the impact of empowerment on commitment rises under specific psychological circumstances. Theoretically, this is in accordance with the Social Exchange Theory where empowerment is viewed as a form of organizational trusts which employees are expected to return by committing themselves more. This trend has been verified by the thesis results which indicate that empowerment influences the affective, normative, and continuance types of employee commitment in the Kerinci Secretariat.

Influence of Self Efficacy on Organizational commitment.

The positive and significant influence of self-efficacy on the organizational commitment is also revealed. Workers with confidence in their capabilities to deliver on the complex tasks are more likely to be more loyal and interested in supporting an organization in reaching its objectives. The finding has been consistent with previous studies like (Adnan et al., 2024), who reported that self-efficacy enhances organizational commitment among people in the public sector as employees. On the same note, (Nazir et al., 2022) and (Ulifa et al., 2023) also stated that high internal belief enhances not only performance but attachment to the organization as well. The findings of the thesis strengthen the claim that psychological resources, especially competence confidence, are driving forces that firm up the intentions of workers to stay in the company. The positive impact notwithstanding, the lowest TCR value of self-efficacy in the data means that employees continue to face challenges of tasks involving high cognitive load when time-bounded. This implies that managerial interventions like mentoring and task mastery training can be used to enhance the favourable influences of self-efficacy on commitment.

The Effect of Perceived Organizational Support on Organizational commitment.

Organizational commitment has a positive, albeit the less strong impact on perceived organizational support (POS). The findings are consistent with literature that recorded that POS is a direct predecessor of employee dedication as articulated by (Aprilani et al., 2021), who observed identical patterns in the governmental entities, and by (Artatanaya et al., 2023) who identified identical tendencies in the companies. The emotional attachment of employees is increased by the fact that the organization cares about them and is willing to value the contribution that they make. Nevertheless, the lower coefficient indicates that the employees continue to find the inconsistencies in the recognition, reward, and career development systems. The frequency analysis of the thesis proves that the minimum scoring indicator of POS is connected to career development support. Other scholars who have researched on this topic in the past like (Astuty & Udin, 2020) also record that POS is intimately connected to affective commitment and retention behaviors. Thus, POS can be improved by means of better recognition systems, developmental paths, and fair awards that can increase the commitment of employees in general.

Interaction between Empowerment, Self-efficacy, and POS.

The three variable combinations are significant with a total R² of 0.667, which means that employee empowerment, self-efficacy, and perceived organizational support are responsible as a combination to explain 66.7 percent of the variance in the organizational commitment. This establishes that organizational commitment is not a unidimensional construct, but the psychological belief as well as the structural experience influences it. The results of the thesis are in line with the findings of (Karagozoglu & Ozan, 2022; Musenze et al., 2022; Yogalakshmi & Suganthi, 2020), who showed the joint role of empowerment and self-efficacy in the determination of the degree of commitment to work

in the public-sector environment. The synergistic nature of the influences highlights the fact that organizational commitment is not developed by one factor but is a product of synergization between the trust, competence, and the organizational care.

CONCLUSION

This study has shown that employee empowerment, self-efficacy and perceived organizational support have positive effects in enhancing commitment of the employees in the organization at the Regional Secretariat of Kerinci Regency. Empowerment of employees was determined to possess a high and powerful impact which shows that autonomy, inclusion in the decision making process and establishment of trust by the leadership develops emotional and normative attachment to the organization. Self-efficacy also exerted significant positive impact, indicating that those workers who had high self-efficacy had tendencies of staying with the organization, they never gave up but continued to be actively involved in the realization of the institutional objectives. The perceived organizational support had a lesser effect but it was still a significant predictor of the commitment, which showed that the recognition, appreciation, and supportive work environments play a key role in influencing the development of positive attitudes towards employees.

The concurrent impact of the three variables, as shown by an R square value of 0.667, supports the fact that, it is not any one factor that causes organizational commitment but the interaction of structural empowerment, psychological capability and organizational care. These results underscore the need to have human resource strategies that are based on empowerment programs, competence building, and supportive managerial behaviors. Detection of weak indicators, including lower engagement in decision-making, the lack of confidence in working on complex tasks, and worries about the career development further indicate the need to implement specific interventions to enhance internal processes and minimize exposure in terms of organizational commitment.

To practitioners, the implication of the study is that the attachment of employees to the organization can be cultivated in a great way by including more employees in decision-making and offering constant training, creating mentoring programs, and advancing recognition and reward systems. To researchers in the future, it could be beneficial to extend the research to other government bodies, use longitudinal designs, or use mediating variables (job satisfaction, organizational culture, etc.) to gain a more comprehensive picture of the factors involved in organizational commitment. Such innovations would add to the theoretical and practical input of the studies on commitment, specifically in the area of the public sector.

LIMITATION

Similar to most of the research in the organizational setting, this research is conducted under some conceptual and contextual restrictions which might not wholly represent the diversity of human behaviors in various workplace settings. The constructs studied are just a section of the greater scenery of influences that determine the attitudes of employees and the organizational setting under which the research was carried out is bound to affect the dynamics of the processes. As in other research studies of this kind, the presentation of the results is also influenced by the views, experiences, and the situational realities of the subjects. The same boundaries do not reduce the value of the research, on the contrary, they emphasize the complexity of organizational life and indicate the prospects of conducting further research to cover more dimensions, environments, and theoretical prisms that can further enhance the comprehension of commitment in changing institutional contexts.

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DECLARATION OF CONFLICTING INTERESTS

The authors have declared no potential conflicts of interest with respect to the research, authorship, and publication of this article.

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