THE IMPACT OF PSYCHOLOGICAL EMPOWERMENT ON EMPLOYEE COMMITMENT IN DIVISIONAL SECRETARIATS IN SRI LANKA

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Abstract

As a developing country, divisional secretariats play a major role as leading public institutions in Sri Lanka and they represent the majority of all public sector employees in Sri Lanka. As well as the divisional secretariats are the low-level administrative units that provide more than 90% of the public services to Sri Lankan citizens. Therefore, it is necessary for the Divisional Secretariats need the commitment of their employees to provide quality service to the public. It was noted an empirical gap in the literature. Even though psychological empowerment and employee commitment have been taken for research work, in the Divisional Secretariat in Nuwara-Eliya District, psychological empowerment has not been generously researched. Therefore, this study was aimed at investigating the impact of psychological empowerment on employee commitment in Divisional Secretariats in the Nuwara-Eliya District. This study conducted in quantitative nature. The population represented by all the office workers of the Divisional Secretariats in the Nuwara-Eliya District, and 140 office workers were selected as the sample and random sampling technique is used as a sampling technique. Data collected through a questionnaire, all the constructs were valid, reliable, and fit with the research model. The model has five hypotheses, three were accepted, and the two hypothesis was rejected. Finally, the results of the study confirmed that the meaning has a significant positive impact on the commitment of office workers in the Divisional Secretariats. As well as according to the multiple regression analysis, impact did not have a significant impact on employee commitment, but according to the simple regression analysis, impact had a significant impact on employee commitment in Divisional Secretariats. The results also emphasize that competence and self-determination do not affect the commitment of office workers in Divisional Secretariats.

Keywords: Psychological Empowerment, Employee Commitment, Meaning, Competence, Impact

1.INTRODUCTION

The ultimate goal of any organization, whether public or private, is the success of its organization. Accordingly, the human resource of any organization can be identified as the main factor that determines the success of that organization (Daniel, 2018). Human resource multiplicity plays a significant role in achieving organizational and personal goals and therefore the human resources of an organization are crucial in determining its success of an organization. The overall performance of an organization depends on the performance of its employees. Accordingly, the success or failure of an organization depends on the performance of its employees. The quality of public sector services in Sri Lanka depends primarily on public sector employees and public servants should always strive to provide quality and prompt service to the public (Shoaib et al., 2020).

An organization can develop efficiency and effectiveness based on the commitment of its employees. A person who is dedicated to his work sees himself as a true member of the workplace and ignores even the slightest tendency to be dissatisfied. But employees who are less committed to their work within the organization may see themselves as outsiders in the organization and will be dissatisfied with even the smallest thing (Abeyrathne, Priyadarshana and Kumari,

2020). Accordingly, such situations lead to a decrease in the efficiency and effectiveness of the organization's employees. Achieving the employee commitment of the organization directly enhances the efficiency and quality of the individual employees as well as the success of the organization as a whole.

Among the factors influencing employee commitment in an organization, psychological empowerment can be identified as the unique management approach that enhances the commitment of an employee in any organization in the business environment. Accordingly, the psychological empowerment of an employee plays a significant role in enhancing employee commitment and performance, while mentally empowered employees perform more efficiently and effectively in their work, which positively affects the success of the workplace (Srivastava, 2015).

In the public sector of Sri Lanka, about 90% of the total public service is provided through the Divisional Secretariats and a large percentage of the total public employees are represented through the employees of the Divisional Secretariats (E divisional secretariat Project, 2020). There are numerous studies on the impact of psychological empowerment on employee commitment in an organization. But studies on the impact of psychological empowerment on the commitment of Divisional Secretariats employees in Sri Lanka are very limited. Accordingly, this study aims to study the impact of psychological empowerment on the commitment of Divisional Secretariats employees in Sri Lanka.

1.1. Research Problem

Divisional Secretariats are one of the leading public institutions in Sri Lanka and they represent the majority of all public sector employees in Sri Lanka. As well as the divisional secretariats are the low-level administrative units that provide more than 90% of the public services to Sri Lankan citizens. In addition to providing services to the public, these institutions direct and coordinate all development activities taking place in the division through these institutions. The services currently available to the public from the Divisional Secretariats include registration of persons, pensions, social benefits, car registration, issuance of motor driving licenses and motor vehicle revenue licenses as well as the issuance of

various licenses including passports (E divisional secretariat Project, 2020).

However, commitment of the employee of the Divisional Secretariats to provide the quality and efficient service that the clients expect is minimal. Accordingly, the number of public complaints received by the Kotmale Divisional Secretariat from 2015 to 2019 is as follows.

Table I Public complaints in the divisional secretariat in Kotmale

Year	No of complaints
2015	25
2016	32
2017	29
2018	35
2019	28

Source: Annual performance Reports of Kotmale Divisional Secretariat 2015-2019

When employees are committed to their work, the client receives a quality and effective service that enhances the client's satisfaction. It is a reason to minimize consumer complaints. Today, every organization faces many challenges related to organizational performance and the creation of a committed workforce. Looking at the contemporary corporate work environment with those challenges, it is clear that not all employees are equally committed to their work (Srivastava, 2015). Accordingly, psychological empowerment is recognized as an essential factor for organizational success. Empowered employees have the positive energy to be able to do their job and value the quality of the service they provide to their customers, which will enable them to provide better service and more effectively fulfill the various dimensions of their role. This sense of psychological empowerment initiates and stabilizes work performance, enhances employee commitment, and leads to higher performance (Nor et al., 2020).

Therefore, it is very important to psychological empowerment for the employee commitment of any organization. There are many studies on the impact of psychological empowerment on employee commitment. However, in the Sri Lanka context, research and studies on the impact of psychological empowerment on the commitment of public sector workers are very limited. Therefore, there is an empirical

gap in research into how psychological empowerment affects employee commitment in the public sector. Accordingly, the problem in the study; What is the impact of psychological empowerment on the commitment of the office workers of the Divisional Secretariats in the Nuwara-Eliya District?

1.2. Research Objectives

- To examine the effect of meaning on employee commitment.
- To examine the effect of competence on employee commitment.
- To examine the effect of self-determination on employee commitment.
- To examine the effect of impact on employee commitment.
- To examine the effect of psychological empowerment on employee commitment.

2. LITERATURE REVIEW

2.1. Theoretical Framework
Social exchange theory

According to this theory, social behavior refers to the exchange of material goods and non-material things. It is said that those who give a lot to others expect to get a lot from them and people who get a lot from others are reluctant to give a lot. These impact processes work in equilibrium to balance exchanges. In exchange, what one gives is considered a cost, and what one receives is called a reward (Wilson, Fred, & Ronald, 2015).

Social exchange theory suggests that human resource management practices initiate a positive exchange relationship, thereby showing employees positive attitudes and behaviors towards the organization or job. The basic premise of this theory is that employees satisfying human resource practices influence an organization's commitment to them. Employees help with this through positive behaviors such as employee commitment. Therefore, they are more likely to share their commitment to the resources and benefits provided by their organization. Accordingly, social transfers based on social exchange theory demonstrate that social transfers to organizations, such as human resource management practices, can enhance employee commitment (Mugizi, Bakkabuindi, & Bisaso, 2015).

2.2. Psychological Empowerment

Empowerment is a concept that is minimally considered in the business world (Asgarsani, Duostdor & Rostami, 2013). Empowerment is the process of strengthening individuals' perceptions of their effectiveness among other members of an organization. That is critical for the effectiveness of the organization in the face of advances in science and technology in global competition (Ergeneli & Metin, 2007). According to Nor et al.(2020), there are two main types of empowerments. That is structural and psychological empowerment. Structural empowerment describes objective job traits that give people self-control and power. Psychological empowerment reflects an innate work motivation and actively develops employees who feel empowered at work rather than a neutral orientation to their work role. According to Buitendach and Hlalele (2005) psychological empowerment reflects the psychological reaction of individuals to the work environment. Psychological empowerment differs from structural empowerment in that it risks employees' basic beliefs and experience of their role in the organization rather than management practices that maximize that humanize the work of an organization and release hidden resources that address what can and should be done. Psychological empowerment is described as the process of improving the sense of self-efficacy among organizational members through the elimination of both informal organizational practices and informal techniques for providing information on self-efficacy and the identification of a situation that nurtures empowerment (Conger & Kanungo, 1988). Psychological empowerment is considered an important component of the management practices used in the service industry. While this improves customer satisfaction, it is often believed that empowering workers will ultimately increase profits. Empowerment is the motivation process by which employees' self-efficacy improves, enabling them to perform the task more effectively and efficiently or to accomplish their goals successfully (Hancer, George, & Kim, 2005). Psychological empowerment is a key factor in the success of an organization (Yukl, O'Donnell, & Taber, 2009). Psychological empowerment is defined from a variety of approaches. Such as the process approach, structural approach, and psychological approach (Leach,

Wall, & Jackson, 2003). According to process approaches, psychological empowerment is defined as the theoretical precedent and the psychological state that results from it. According to the structural approach, mental empowerment is a set of management practices and managers' behaviors, including delegating authority and responsibility to employees. According to the psychological approach, psychological empowerment is considered to be the mental state of subordinates.

2.2.1. Meaning

Meaning is the first of the cognitive dimensions of psychological empowerment. Meaning is the matching between work demands and one's beliefs and values (Nor, Mohamed, & Hassan, 2020). According to (Geldenhuys, Laba, & Venter, 2014) psychological meaning is the value of work goals or objectives that are judged by a person's ideas or standards. Accordingly, Meaning is a concept that is inextricably linked to one's existence and place of work and allows individuals to transcend it by promoting positive social relationships or engaging in a higher power. In addition, a person is bound to discover the meaning of their life when it is considered meaningful, important, and understandable. Meaning is often described as what people do not have in their lives, what they desire, and what they are trying to find. Meaning determines psychological well-being and therefore the individual needs to find meaning in their life (Viktor, Frankl, Harold, & Kushner,1984).

2.2.2. Competence

Competence is the belief that a person will accomplish a task. That is, the belief that a person can accomplish something (Guerrero, 2018). Then, Competence is the skill of achieving performance and the behavior that must be achieved. It is the knowledge, skills, and abilities of each individual that apply to the authority that can make or make decisions based on the role of an employee in the organization, and competence is closely linked to the performance they produce (Fakhruriza, 2020). According to Choiriyah, Wibowo, Riyadi, and Umar (2019) competence is an underlying trait of an individual and is related to the personal performance of his work. Accordingly, the following characteristics of a competent human resource are

reflected. These include customer focus, teamwork, funding orientation, and the ability to adapt to the latest technology experience. The quality of an organization's human resources depends on the high competence of an organization's human resources, and ultimately competence determines the competitive quality of an organization.

2.2.3. Self- Determination

Self-determination is a sense of one's ability to initiate and regulate one's actions while performing tasks (Guerrero, 2018). That is the feeling of a person having a choice of staring and flexible actions (Srivastava, 2015). The innate desire of the individual is a sense of choice, independence, and purpose over their behavior. According to the theory of self-determination, autonomy, kinship, and competence are the three basic components of an employee's self - determination, and in meeting these needs, the employee's personal growth, performance, and commitment develop (Bashir, Haidsh, & Akhtar, 2019). Self-determination is when a person has the choice to initiate and regulate his or her actions (Choiriyah et al., 2019).

Self- determination is the independence of an individual and the freedom they feel in performing their work roles, as well as the authority given to employees to make decisions about work systems, techniques, and processes (Kamel & Ahemed, 2020). Self- determination defines as the employee's sense of autonomy to make their own decisions regarding employment tasks without seeing constant supervision. Employees with a higher sense of self-determination are more self-control and if they have a high sense of self-determination, they will respond better to a stressful situation (Gasper, 2017).

2.2.4. Impact

The impact is the ability of an individual to influence the results of his or her work unit (Guerrero, 2018). According to Hemanthi and Perera (2021), the level at which an individual can influence strategic administration or work outcomes is called impact. That is the ability of an employee to influence organizational outcomes. The impact is the level at which an employee can make a difference in a job through his or her actions. This impact can empower employees, enhance their internal beliefs, and create a cohesive environment that

can influence their work and create positive provisions at all organizational levels (Kamel & Ahemed, 2020). The impact is defined as the level of influence of the employee on the organization's results, the unit of work, and the ability to attract others to listen to their ideas. Self-determination controls a person's behavior and impact controls a person's work environment. Employees who are less sensitive to impact are less likely to be consistent in reaching their goals (Gasper, 2017).

2.3. Employee Commitment

Employee commitment is a different concept related to the employee's desire to stay with an organization that is emotionally committed and has a sense of financial need (Guerrero, 2018). According to Rego and Armonio (2007) employee commitment is the ability to be loyal to employees and identify with the organization in terms of duties and responsibility. The concept of commitment is defined as a key cognitive process of identifying with one's organization. Employee commitment psychological attitude of the employee. This attitude enables the employee to identify the goals and values of his or her organization (Mahmood, Akhtar, Talat, Shual, & Hyatt, 2018). The term commitment can be defined as an affective attachment to an organization other than the absolute instrument value of the social activists' desire or relationship to give their strength and loyalty to a social system. Accordingly, commitment is defined as having a strong belief in the values and goals of an organization, and if an individual is willing to make significant contributions to the organization. Employee commitment is expressed as an effective response to the organization as a whole and the loyalty that employees feel to the organization (Abeyrathna, Priyadarshana, & Kumari, 2020). There are three types of commitment. That are effective commitment, continuous commitment, and normative commitment (Khalid, 2012). Affective commitment is largely influenced by the degree of independence and the variety of skills required, as well as the closeness of the supervisor with him or her and the degree or level of personal cognition that characterizes the level or degree of work. The support and guidance they provide to such an employee (Esmael, Tabouli, Habtoor, & Nashief 2016). 2.3.2 Continuance Commitment. Continuance commitment refers to the continued existence of an employee in an organization and anything that the employee realizes

and archives from what he or she loses upon leaving that organization and joining another organization. The employees also have a higher level (Esmael, 2016). The normative commitment represents the compelling reasons to stay with the organization and it is the employee's sense of commitment and resilience within the organization, it enhances the support of its employees and enables them to engage actively and positively in contributing to the organization's goals, planning, and policymaking as well as the development of action plans and the implementation of action (Nor et al., 2020).

2.4. Empirical Research

According to Rawat and Preeti (2011), Psychological empowerment has a significant impact on all three modes of commitment that is effective, continuance, and normative commitment. According to this study when studying the impact of empowerment criteria on the dimensions of commitment, normative commitment is not affected unless all factors together contribute to continuous and affective commitment. Continuance commitment is strengthened by the feeling that psychological empowerment works internally. Empowerment empowers the employee to make decisions. The result is that employees get their work done, resulting in both affective and continuance commitment. According to Rawat and Preeti (2011), a meaningful job provides a perfect match between one's value system and the needs and objectives of one's corporate role. Accordingly, meaning, which is a dimension of psychological empowerment, shows a significant relationship with affective and normative commitment and does not show a significant relationship with continuance commitment. Also, according to the results in this study, skill, which is a dimension of psychological empowerment, has a significant relationship with continuance commitment. competence is given confidence in their efficiency and ability to succeed and they are motivated to make significant efforts on behalf of the organization. Competence shows a significant relationship with affective and normative commitment.

3. METHODOLOGY

3.2. Conceptual Framework
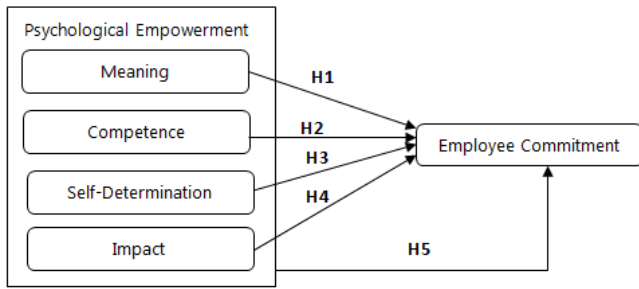
Source: Author compiled

3.3. Hypotheses Development

Based on the conceptual framework given and the comprehensive literature review done in the chapter two, the following hypotheses are developed.

H1: There is a positive impact of psychological empowerment on employee commitment of office workers of office workers in Divisional Secretariats in the Nuwara-Eliya District.

H2: There is a positive impact of meaning on employee commitment of office workers of office workers in Divisional Secretariats in the Nuwara-Eliya District.

H3: There is a positive impact of competence on employee commitment of office workers of office workers in Divisional Secretariats in the Nuwara-Eliya District.

H4: There is a positive impact of self-determination on employee commitment of office workers in Divisional Secretariats in the Nuwara-Eliya District.

H5: There is a positive impact of impact on employee commitment of office workers in Divisional Secretariats in the Nuwara-Eliya District.

Table II Operationalization Table

Concept	Dimension	Indicators	Source
Psychological	Meaning	The work I do is very important to me. My job activities are personally meaningful to me. My job gives me a respectful position in society. My job fulfills my professional needs. My job satisfies my personal needs.	(Sylvie et al., 2018)
	Competence	I am confident about my ability to do my job. I am self-assured about my capabilities to perform my work activities. I have mastered the skills necessary for my job. I have abilities to solve any type of work-related problem. I perform the assigned task effectively.	(Sylvie et al., 2018)
	Self-determination	I have significant autonomy in determining how I do my job. I can decide on my own how to go about doing my work. I have considerable opportunity for independence and freedom in how I do my job.	(Sylvie et al.,
	Impact	My impact on what happens in my organization is large. I have a great deal of control over what happens in my organization. I have significant influence over what happens in my organization. My work influences the strategic, administrative outcomes of the organization.	(Sylvie et al., 2018)
Employee commitment	Affective commitment	I am proud to tell others that I am part of this organization. I have a strong affection for this organization. I feel like "part of the family" at my organization. I would be very happy to spend the rest of my career with this organization.	(Rego et al., 2007).
	Continuance commitment	I remain in this organization because I feel that it would not be easy to enter another organization. I remain in this organization because leaving it would imply great personal sacrifices. I believe that I have just a few options to consider leaving this organization. I remain in this organization because I feel that I have few opportunities in other organizations. I do not leave this organization due to the losses that I would incur in that case.	(Rego et al., 2007).

Normative commitment	Even if it were to my advantage, it would not be right to leave my organization now. I would not leave my organization right now because I have a sense of obligation to the people in it. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization. I would feel guilty if I left my organization.	(Rego et al., 2007).	

3.4. Research Design

The positivism research philosophy was used to this study and deductive research approach was adopted. The survey method has been chosen as the data collection strategy for this research and mono method was the research choice. Since data were collected over a specific period. Time horizon was cross-sectional.

3.5. The population and Sample

The population of this study is all the office workers of the Divisional Secretariats in the Nuwara-Eliya District. Accordingly, the population of this study is as follows.

Table III Number of office workers according to each Divisional Secretariats

Name of Divisional Secretariats	Number of office workers
Ambagamuwa	46
Haguranketha	45
Kothmale	44
Nuwara-Eliya	47
Walapane	42
Total	224

Source: Divisional Secretariate's Employee Records (2022)

According to the Morgan table, the sample size of this research was 140 office workers out of 224 study population and it was selected using sampling technique.

3.6. Data Collection Method

The researcher uses only preliminary data for this study. The researcher collects primary data related to the research through a questionnaire designed for psychological empowerment and employee commitment. The questionnaire has consisted of two sections. section one is the personal profile. Accordingly, section one of the questionnaire contains four questions such as gender, age, marital status, and period of service of the respondent. Section two of the questionnaire consists of questions that are measured the impact of psychological empowerment on employee commitment. The questionnaire for measuring meaning, competence, self-determination, and the impact was a standard questionnaire originally developed by (Sylvie et al., 2018), and that included 17 questions. The questionnaire for measuring employee commitment was a standard questionnaire originally developed by (Rego et al., 2007) and included 13 questions. In section two of the questionnaire, respondents are asked to mark their agreement on each item according to their opinion using the 5-point Likert scale rating. such as, 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

4. DATA ANALYSIS AND PRESENTATION

4.1. Cronbach's Alpha Test

To analyze the reliability of the survey questionnaire, Cronbach's Alpha test was adopted by the researcher.

Table IV Reliability Test

Variable	Dimension	Cronbach's Alpha	Number of items
Psychological Empowerment	Meaning	0.788	5
	Competence	0.711	5
	Self-determination	0.842	3
	Impact	0.752	4
Employee commitment		0.785	13

As per the table IV, the Cronbach's Alpha values of idealized Meaning, Competence, Self-determination, Impact, Affective commitment, Continuance commitment, and Normative commitment were 0.788, 0.711, 0.842, 0.752, and 0.785 respectively.

4.2. Demographic Profile Analysis

The demographic profile was analyzed using graphs concerning gender, age, marital status, and period of the

service of respondents. 74.3% of the respondents of the sample were female while 25.7% of the sample were male respondents. the majority of the sample was representing the age group of 35-44 years with a percentage value of 42.14%. The minority of the sample was representing the age group of belove 25 years, with the percentage value of 0%. The age group of 25-34 years also was in a considerable percentage, which was 16.43%, which was equivalent to the age group which depicted the majority of the sample. 78.57% of the respondents of the sample were married and only 21.43% of the sample were single. This conveyed the information that the composition of the sample of this study has more married employees over single workers as of the date that the data were collected. The majority of employees are over 20 years and have 15-09 years of the period of service, which is 28.57% as a percentage. Only 9.29% of the sample has 5-9 years of experience. The category of fewer than 5 years of the period of service has 12.14%.

4.3. Normal Distribution of Data

The skewness and Kurtosis values of Psychological Empowerment and employee commitment were -.202 and -.304 respectively. Since these values are closer to zero, data distribution can be stated that approximately normal.

4.4. Pearson Correlation Analysis

Table V *Pearson Correlation Analysis of Psychological Empowerment*

Correlations		PE	EC	MG	CE	SN	IT
PE	Pearson Correlation	1	.545**	.663**	.442**	.537**	.717**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	140	140	140	140	140	140
EC	Pearson Correlation	.545**	1	.568**	.154	.067	.248**
	Sig. (2-tailed)	.000		.000	.070	.432	.003
	N	140	140	140	140	140	140
MG	Pearson Correlation	.663**	.568**	1	.038	-.041	.237**
	Sig. (2-tailed)	.000	.000		.653	.627	.005
	N	140	140	140	140	140	140
CF	Pearson Correlation	.442**	.154	.038	1	.116	.134
	Sig. (2-tailed)	.000	.070	.653		.171	.114
	N	140	140	140	140	140	140
SN	Pearson Correlation	.537**	.067	-.041	.116	1	.407**
	Sig. (2-tailed)	.000	.432	.627	.171		.000
	N	140	140	140	140	140	140
IT	Pearson Correlation	.717**	.248**	.237**	.134	.407**	1
	Sig. (2-tailed)	.000	.003	.005	.114	.000	
	N	140	140	140	140	140	140

**. Correlation is significant at the 0.01 level (2-tailed).PE-Psychological Empowerment, EC-Employee Commitment, MN-Meaning, CN-Competence, SN-Self-determination and IT-Impact.

Table V shows the Pearson Correlation Analysis of psychological empowerment and as per the statistics, it can be stated that the relationship between psychological empowerment and employee commitment was positive since the Pearson Correlation Coefficient was positive.

4.5. Multiple Regression Analysis

The major objective of the study is to investigate the impact of psychological empowerment, meaning, competence, self-determination, and impact on employee commitment.

Table VI Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593[a]	.351	.332	.30651

As per table VI, R square value was 0.351 which depicted 35% of the dependent variable: employee commitment was explained by independent variables: Meaning, Competence, Self-determination, and Impact. In contrast, 65% of employee commitment was not explained by psychological empowerment, Meaning, Competence, Self-determination, and Impact.

Table VII Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig
Constant	2.470	.298		8.287	.000
MN	.275	.036	.544	7.535	.000
CE	.103	.062	.116	1.660	.099
SN	.019	.037	.040	.524	.601
IT	.052	.047	.087	1.102	.272
PE	.934	.124	.948	7.535	.000

Table VII shows the coefficient table of the regression analysis. B value of the table represents the degree to which extent the dependent variable can be affected by a certain independent variable while other independent variables remain constant. B coefficient for Meaning is 0 .275 indicates that increasing 1 unit of meaning causes

to increase employee commitment in 0.275 units while other independent variables remain constant. This conclusion can be done with a 100% confident interval since the significant level is 0.000. Competence involves a 0.103 B value, which denotes that when competence increases by 1 unit employee commitment also increase by 0.103 units and vice versa. This conclusion can also be done with a 91% confident interval since the significant level is 0.099. Self-determination has a 0.019 B value which indicates that when self-determination increases by 1 unit, employee commitment increases by 0.019 units while other independent variables remain constant and vice versa this conclusion can also be done with a 40% confident interval since the significant level is 0.601. Impact has a 0.52 B value which indicates that, when the impact increases by 1 unit, employee commitment increases by 0.52 units while other independent variables remain constant and vice versa this conclusion can also be done with a 73% confident interval since the significant level is 0.272. Psychological empowerment has a 0.432 B value which indicates that, when the impact increases by 1 unit, employee commitment increases by 0.43 units while other independent variables remain constant and vice versa this conclusion can also be done with a 100% confident interval since the significant level is 0.000.

The regression model can be built as follows.

$$Y = \beta_0 + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + \varepsilon$$

Employee Commitment= 2.470 + 0.275 (Meaning) + 0.148 (Impact) + 0.298 (Error)

4.6. Summary of Hypotheses Testing
Table VIII Summary of Hypotheses Testing

Hypothesis	Multiple Regression Analysis	Result
H1$_1$	B = .934 Sig. = .000	H1$_1$: Accepted
H2$_1$	B = .275 Sig. = .000	H2$_1$: Accepted
H3$_1$	B = .103 Sig. = .099	H3$_1$: Rejected
H4$_1$	B = .019 Sig. = .601	H4$_1$: Rejected
H5$_1$	B = .052 Sig. = .272	H5$_1$: Accepted

5. DISCUSSION

Meaningfulness has a great impact on the employee commitment of office workers in Divisional secretariats. According to the result of this study, meaning of the job can be identified as a major factor influencing the increase in the employee commitment of the office workers in the divisional secretariats. The findings of the study are consistent with prior research that has found that relationship. Meaning has a substantial impact on employee commitment. As an example, a meaningful job provides a perfect match between one's value system and the needs and objectives of one's corporate role. Accordingly, meaning, which is a dimension of psychological empowerment, shows a significant relationship with affective and normative commitment and does not show a significant relationship with continuance commitment (Rawat & Preeti, 2011). Competence cannot be identified as a major factor influencing the increase in the employee commitment of the office workers in the divisional secretariats. The findings of the study are consistent with prior research that has found that relationship competence has a substantial impact on employee commitment. Competence is a dimension of psychological empowerment, does not have a positive effect on employee commitment (Murray & Holmes, 2021). According to the result of this study, self-determination cannot be identified as a major factor influencing the increase in the employee commitment of the office workers in the divisional secretariats. The findings of the study are consistent with prior research that has found that relationship self-determination hasn't a substantial impact on employee commitment. Research on how the impact of psychological empowerment affects employee commitment emphasizes that the dimensions of psychological empowerment, that is self-determination has nothing to do with employee commitment fields (Murray & Holmes, 2021). , impact of the job can be identified as a major factor influencing the increase in the employee commitment of the office workers in the divisional secretariats. The findings of the study are consistent with prior research that has found that relationship impact has a substantial impact on employee commitment. According to Ambad and Azwa (2012) the result of the study, impact, has a positive impact on employee commitment.

6. CONCLUSION

Meaning, competence, self-determination and impact are impacted on the employee commitment of the divisional secretariat's office workers. Employees believe that the significance of their work has a significant impact on the commitment of the employees of the Divisional Secretariats and it can be concluded that the greater the meaning of their work, the greater the commitment of the employees to their work. Also, the impact of the employees of the Divisional Secretariats has a high impact on their employee's commitment. Based on the results of the study, it can be concluded that when employees have a high impact to perform their work, the employee's commitment to that task increases. As well as, there is no significance impact of self-determination and competence on employee commitment of office workers of Divisional secretariats.

7. RECOMMENDATIONS

The public sector is the main sector providing services to the public in Sri Lanka. Among the public sector organization, Divisional Secretariats are considered as one of the major government organizations that provides services to the public. But most of public sector organizations, including the divisional secretariats, have failed to provide the quality and efficient services expected by the public. According to table 1.1, the public complaints received by the Kothmale Divisional Secretariat withing four years confirm this. The commitment of the employees is very important for the organization to achieve the quality and efficient service expected by the public. When an organization archives employee commitment, an organization has the ability to achieve high quality and efficient service that the public expects.

The meaning of the job is a major factor in increasing the employee commitment of the Divisional Secretariat employees. Accordingly, as the meaning of the job done by an employee increase, the employee is motivated to perform his job with high commitment. When the meaning of the job decreases, the employee's commitment of the job decreases. Accordingly, the

employee engaging in a meaningful job is the reason for the high commitment to that job.

Impact of employee has a great impact on the employee commitment of office workers in Divisional Secretariats. Accordingly, if an employee's job has a major impact, it leads to an increase in that employee's employee commitment. If the employee's work does not have much impact on the organization, it will lead to a decrease in the employee's employee commitment.

7.1. Limitation of the Study

There are several limitations of this study. The legal restriction imposed by the government and the security measure taken by the institutions in the wake of the covid-19 epidemic in the country. Some respondents were not able, to tell the truth, due to various reasons, such as misunderstanding the purpose of the study, rules, and regulations of the organization, and language barriers. There may be plenty of factors affecting employee commitment. But here only psychological empowerment was considered. The estimated sample size is 140 employees which are not enough for research Further, this study only considers employees in the public sector. Therefore, the outcomes of this study may be different when it applies to the other sector.

8. FUTURE RESEARCH DIRECTIONS

This study was conducted on a constitutive basis and it is possible to conduct hybrid research using both quantity and qualitative bases to engage in related research in the future. It is also possible to conduct these studies using the mediating and moderating variables that affect the psychological empowerment and employee commitment. Also, this study was conducted in the face of the covid 19 epidemic situation, which caused many difficulties in conducting the study and future researchers will have the opportunity to better study in this regard.

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