



The Moderating Role of Psychological Empowerment in the Relationship between Job Satisfaction and Organizational Commitment

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Abstract: *This research aimed to examine whether job satisfaction is related to organizational commitment and whether psychological empowerment strengthens this relationship. To achieve this purpose, a cross-sectional survey was conducted on 398 employees working in the textile sector across 20 companies in the İkitelli and Merter industrial zones of Istanbul, Türkiye. The hypotheses were tested using regression analyses. Findings revealed significant relationships among some dimensions of job satisfaction and organizational commitment, and the moderating role of psychological empowerment in the relationships between satisfaction with communication and affective commitment, between satisfaction with coemployees and continuance commitment, and between satisfaction with benefits and normative commitment. These results suggest that empowered employees are more likely to translate their job satisfaction into stronger commitment toward their organizations.*

Keywords: Psychological Empowerment, Job Satisfaction, Organizational Commitment, Moderation

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1. Introduction

Job satisfaction is widely acknowledged as a key determinant of organizational success and employee well-being. It refers to the degree of contentment individuals experience with their jobs, work environment, and conditions (Spector, 1997). Job satisfaction encompasses emotional and cognitive evaluations of various aspects of the job. In today's competitive business environment, retaining a committed and satisfied workforce is critical for success (Judge & Klinger, 2008). Satisfied employees tend to develop a stronger commitment to, and emotional attachment to, their organization, identify with its goals, and show a greater willingness to exert effort on its behalf. They engage in discretionary behaviors and maintain high performance (Wright & Cropanzano, 2000).

In recent years, scholars have highlighted psychological empowerment as a critical variable that can explain desired employee behaviors and attitudes, such as satisfaction and commitment. For instance, Jha (2011) found that empowerment strengthens employees' emotional attachment to their organizations by reinforcing their sense of ownership and control. Similarly, Kim and Fernandez (2017) demonstrated that empowered employees are more likely to translate their job satisfaction into organizational commitment. Psychological empowerment is a multidimensional construct comprising meaning, competence, self-determination, and impact. It reflects an employee's perception of having control, influence, and purpose

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within their work context (Spreitzer, 1995). When employees feel empowered, they find their roles meaningful and believe they can shape organizational outcomes (Seibert et al., 2011).

Despite the critical role of psychological empowerment in explaining desired employee behaviors and attitudes, relatively few studies have examined its moderating role in the relationship between job satisfaction and organizational commitment. This calls for a deeper exploration into whether psychological empowerment enhances the effects of job satisfaction on employee commitment. Understanding this interaction is essential for organizations aiming to create environments that nurture satisfaction and long-term commitment among their workforce. Accordingly, the purpose of this research is to examine the relationship between job satisfaction and organizational commitment, and to investigate the moderating effect of psychological empowerment on this relationship.

The remainder of the study is structured as follows. In the second section, job satisfaction, organizational commitment, and psychological empowerment are explained, and hypotheses are developed, supported by relevant theoretical and empirical studies. In the third section, the methodology is explained, including the sample characteristics, data collection procedures, and analysis techniques. The fourth section presents the findings. The discussion section emphasizes the theoretical and practical implications of findings, addresses limitations, and provides directions for future research.

2. Theoretical Framework

2.1. Job Satisfaction

Job satisfaction refers to a positive emotional state arising from employees' evaluations of their work experience. Job satisfaction is seen more as an attitude than a simple conduct (Spector, 1985). Job satisfaction comprises nine dimensions: *Satisfaction with pay* occurs when an employee receives sufficient compensation for the work or services they provide. Financial compensation is undeniably a critical aspect of job satisfaction. However, the assumption that only a high salary automatically translates into greater job satisfaction is a misconception (Tang & Kim, 1999). *Satisfaction with promotion* occurs when an employee perceives that promotion opportunities are presented and decisions are made fairly. Perceived career development opportunities positively influence employees' affective commitment (Meyer & Allen, 1991). *Satisfaction with supervision* occurs when an employee perceives their managers as sincere, supportive, constructive, responsive, and approachable (Aydogdu & Asikgil, 2011). Supportive supervisors can help mitigate workplace stress by providing guidance and encouragement during challenging times (Kahn et al., 2019). *Satisfaction with benefits* occurs when an employee is provided with opportunities that offer non-monetary compensation and perks beyond base salary or wages. Benefits can include healthcare coverage, retirement plans, paid time off, and opportunities for professional development (Gerhart & Fang, 2015). *Satisfaction with contingent rewards* occurs when an employee is provided with a reward system that offers benefits and compensation based on performance or the achievement of specific goals. These rewards can vary from bonuses and incentives to organizational promotions and recognition (Judge & Ferris, 1993). *Satisfaction with operating procedures* occurs when an employee is informed and provided with the guidance needed to get things done within the company. They cover everything from how tasks are carried out to safety measures and quality standards (Rousseau, 1990). *Satisfaction with co-employees* occurs when an employee has supportive, flexible, helpful, and easygoing co-employees who provide recognition and appreciation (Greenhaus & Powell, 2006). *Satisfaction with the nature of work* occurs when an employee perceives that their job is well-designed and provides variety, significance, autonomy, and feedback (Hackman & Oldham, 1976). *Satisfaction with communication* occurs when an employee perceives that company communication is open and candid, and when they are allowed to voice their ideas and informed about important organizational matters (Pelled, 1996). Furthermore, expectations and goals must be clearly communicated to minimize uncertainty and stress at work (Parker & Wall, 1998).

Job satisfaction is a potent catalyst for bolstering organizational commitment, a cornerstone of sustained organizational success, owing to its intrinsic link to employee engagement (Meyer & Allen, 1991). Organizations that prioritize job satisfaction reap the benefits of higher employee retention and lower

turnover, thereby mitigating the costs and disruptions associated with talent attrition (Hom et al., 2012). Satisfied employees contribute to organizational stability and long-term sustainability. Job satisfaction cultivates a positive organizational reputation and employer brand, positioning the organization as an employer of choice within the competitive marketplace (Harter et al., 2002). Satisfied employees serve as brand ambassadors, amplifying the organization's values and culture to external stakeholders, thus enhancing customer trust and brand loyalty. Job satisfaction fosters an innovative organizational culture characterized by creativity, collaboration, and adaptive resilience (Amabile et al., 1996). Satisfied employees are more inclined to contribute novel ideas, challenge conventional norms, and embrace change initiatives, fueling organizational agility and responsiveness in a dynamic business landscape (Shalley et al., 2004). Job satisfaction engenders a deep-seated sense of loyalty among employees, fostering enduring relationships founded on mutual trust, respect, and shared values (Meyer & Allen, 1991). They exhibit heightened affective, normative, and continuance commitment, thereby strengthening organizational cohesion and resilience in the face of adversity.

2.2. Organizational Commitment

Employees' sentimental attachment to, participation in, and affiliation with their organizations are indicators of organizational commitment. It is a strong emotional bond to an organization (Allen & Meyer, 1996). Allen and Meyer (2000) crafted one of the most cited models of organizational commitment, delineating three key components: affective, continuance, and normative commitment. *Affective commitment* involves sentimental affection and devotion to the organization. Employees with high affective commitment genuinely recognize and embrace the organization's aims and values, resulting in a strong sense of belonging. *Continuance commitment* is based on perceived costs and benefits. Employees with high continuance commitment stay with the organization because they perceive the costs they would incur upon leaving outweigh the benefits. It is more of a calculated commitment, where employees feel tied to the organization because of the perceived investment they have made. *Normative commitment* occurs when an employee feels obligated to stay within the organization because of moral and ethical values. This commitment arises from a perceived moral imperative to reciprocate the benefits received from the organization (Meyer & Allen, 1991).

Research has shown that higher job satisfaction is associated with greater organizational commitment (Meyer et al., 2002). It illustrates the strong connection between enhancing overall job satisfaction and fulfilling work responsibilities, providing meaningful work, and recognizing employee contributions in organizations. Another key antecedent is the quality of leadership within the organization (Breevaart et al., 2016). The more leaders engage with their teams, provide constructive feedback, and foster a positive organizational culture, the higher employees' commitment levels (Kahn et al., 2019). Additionally, a positive work environment is critical in shaping organizational commitment. An environment that highlights shared values, fosters transparent communication, and empowers employees psychologically can amplify employees' emotional attachment to the organization (Cumbey & Alexander, 1998). Emphasizing shared values, fostering direct and open communication, and empowering employees can strengthen employees' emotional bond with the organization. Commitment to organizational goals and objectives depends significantly on employees' alignment of their values with the organization's. Moreover, available space and opportunities for employee career development are key factors that increase organizational commitment. Employees' perceptions of the employer's desire to invest in their growth and provide advancement pathways are directly associated with higher long-term commitment (Cohen, 2003). Investing in employee development strengthens a sense of devotion and loyalty to the organization and enhances employees' skills. Moreover, positive interpersonal relationships are associated with much higher organizational commitment among employees. The reason may be a sense of being supported by employees, peers, and supervisors, which leads to a strong commitment to the organization (Griffin et al., 2017).

2.3. Job Satisfaction and Organizational Commitment

Studies reveal a favorable association between employees' work contentment and their dedication to the business. Research on university professors and other higher education personnel has revealed a positive relationship between job satisfaction and organizational commitment (Miller, 1997). Similarly, Okpara (2004) found that employees' organizational commitment was positively and significantly associated with several aspects of job satisfaction, including opportunities for advancement, compensation, work environment, and supervision. Likewise, two-factor theory (Herzberg et al., 1959) states that job satisfaction and dissatisfaction arise from two factors. While hygiene factors like pay do not necessarily lead to higher job satisfaction, they can help prevent dissatisfaction. However, when pay is assessed as fair and adequate, it contributes to overall job satisfaction and thereby enhances affective commitment. A satisfied employee is productive and driven by factors such as challenging work, recognition, and promotion, leading to affective attachment. Job satisfaction is more pronounced when employees believe they receive worthwhile benefits from their work environment, because affective commitment to the organization is linked to the advantages and rewards they receive (Cropanzano & Mitchell, 2005). The operating procedures are another vital element that can influence employee satisfaction, as satisfied employees are more likely to develop strong emotional bonds. Efficient operating procedures and sufficient organizational resources help employees feel supported, thereby enhancing job satisfaction and commitment (Eisenberger et al., 2001). Moreover, developing constructive interpersonal relationships among colleagues significantly strengthens an individual's sense of belonging within the company. Effective communication is a decisive factor in organizational success. Hence, when employees are satisfied with communication, they are more likely to develop stronger emotional ties with their work environment (Ehlers, 2003). Based on these arguments, the following hypothesis is developed:

H₁: There is a positive relationship between job satisfaction and affective commitment.

Employees who are paid fairly experience financial security and are least likely to feel pressured to leave their jobs (Eisenberger et al., 2001). Fair pay instills a sense of belonging and commitment within the organization, leading to a desire to continue working there (Schaeffer & Chen, 2018). Furthermore, competitive pay can motivate employees to put in greater effort and achieve higher performance levels, thereby strengthening their commitment to the organization (Gomez-Mejia et al., 2016). Additionally, promotion opportunities can significantly increase an employee's commitment to their organization by improving job satisfaction. When employees see transparent, equitable paths for career growth, they feel they have a greater sense of purpose and worth within the company (Wrzesniewski & McCauley, 1999). This leads to a higher sense of commitment to their professional growth within the company. Furthermore, supportive supervisors can create a work environment that reduces stress, encourages personal growth, and provides clear guidance (Eisenberger et al., 2001). This improves overall well-being and enhances the motivation to remain in the company (Judge et al., 2004). A benefits package covering health insurance, retirement options, and paid time off can boost job satisfaction and foster a commitment to staying with the company. Moreover, contingent rewards, like bonuses or commissions, can influence an employee's continued dedication. The Goal-Setting Theory (Locke & Latham, 1990) states that carefully structured contingent rewards can serve as compelling goals, fostering a stronger inclination to remain. Well-designed operating procedures also provide a solid foundation for employee satisfaction and long-term commitment. Clear, concise procedures empower employees by providing a framework for completing tasks successfully. From another perspective, supportive co-employees offer emotional support and practical assistance, shielding against stress while nurturing a sense of inclusion and satisfaction with the nature of assigned tasks, as addressed by job characteristics theory (Hackman & Oldham, 1976). This can be achieved through clear, transparent communication from leadership that fosters a positive work environment. This open approach enhances job satisfaction by leading individuals to perceive the workplace more favorably (Gronn, 2007). Based on these arguments, the following hypothesis is developed:

H₂: There is a positive relationship between job satisfaction and continuance commitment.

According to equity theory (Adams, 1963), employees inherently strive for fairness and equity in compensation relative to their efforts and contributions. This sense of fairness can foster positive attitudes toward the organization and strengthen normative bonds. Additionally, promotions validate employees' skills, strengthening their sense of belonging within the organization's career path (Gürbüz et al., 2018). Moreover, feeling valued and respected by the organization breeds a sense of moral obligation to stay. Supervisors who set clear expectations, provide regular feedback, and assist with workload management foster a sense of control and value in the work. Ultimately, positive and effective supervision also fosters a sense of responsibility to stay (Korkmaz et al., 2023). Gagné and Deci (2005) found that employees who are satisfied with their rewards are more attached to the organization and feel a sense of obligation toward it, as Cropanzano and Mitchell (2005) argue that reciprocation occurs when employees know what they get is due to them. Transparent procedures exemplify this by mitigating stress and vexation, indirectly nurturing a sense of duty. Demerouti et al. (2009) posit that transparent procedures are valuable resources that enable employees to manage their workload effectively. Additionally, constructive team dynamics contribute to a perception of "being in it together," fostering a sentiment of obligation to contribute (Costa et al., 2019). Employees become intrinsically motivated to contribute when their work is fulfilling and conducive to skill development (Wrzesniewski & Dutton, 2001). Such a positive environment reduces the desire to seek opportunities elsewhere, as clear, honest dialogue fosters trust and openness, thereby increasing job satisfaction. When employees feel their perspectives are heard and appreciated, they gain a sense of value, an essential factor in satisfaction (Shore & Tetrick, 1991). Accordingly, the following hypothesis is developed.

H₃: There is a positive relationship between job satisfaction and normative commitment.

2.4. Psychological Empowerment

Psychological empowerment refers to an individual's sense of control, competence, and self-determination regarding their work, personal life, and overall well-being (Seibert et al., 2011). Psychological empowerment involves thoughts, feelings, and actions that foster a sense of capability and authority to accomplish goals (Lee et al., 2018). Various studies underscored the efficacy of psychological empowerment in boosting individuals' work enthusiasm and improving job performance. For instance, Zimmerman (1995) investigated the relationship between employee outcomes and psychological empowerment, revealing a positive relationship with perceived job performance, organizational commitment, and job satisfaction. Similarly, Ahearn et al. (2004) emphasized the significance of empowering work environments, demonstrating that psychological empowerment significantly predicted employee engagement and job satisfaction. Research consistently highlights the beneficial effects of psychological empowerment, including heightened job satisfaction, organizational commitment, performance, engagement, and creativity (Chen & Lee, 2022).

Psychological empowerment comprises four dimensions: *Meaning* refers to the significance an employee attributes to their work goals, evaluated against their standards. It involves a profound alignment between the demands of one's work role and their intrinsic beliefs (Lee et al., 2018). *Competence* refers to an individual's belief in their ability to perform tasks successfully. It is akin to self-efficacy, where employees feel confident in their skills and abilities (Seibert et al., 2011). *Self-determination* involves having control over one's work and the autonomy to make decisions. It manifests as the freedom to decide about work methods, pace, and effort (Gagné & Deci, 2005). *Impact* refers to the extent to which an employee affects strategic, administrative, or operational results at the workplace. When organizations create environments that support employees' sense of impact — such as through participative decision-making and clear communication of goals — employee satisfaction, engagement, and performance tend to improve (Kuvaas et al., 2020).

Psychological empowerment is a potent catalyst for enhancing employee motivation and engagement within the workplace. Employees who perceive themselves as empowered exhibit higher levels of intrinsic motivation and proactive behavior, manifesting in increased job satisfaction and task performance. Furthermore, empowered employees are more willing to invest discretionary effort in their work tasks, leading to heightened organizational citizenship behavior and commitment to organizational

goals (Thomas & Velthouse, 1990). Empirical evidence suggests a robust link between psychological empowerment and job satisfaction, with empowered employees reporting greater satisfaction with their work roles and organizational environment (Seibert et al., 2011). By providing employees with a sense of autonomy, competence, and meaningfulness in their work, psychological empowerment fosters a favorable psychological climate conducive to employee well-being and flourishing. This heightened job satisfaction, in turn, contributes to reduced turnover intentions and enhanced organizational commitment among employees (Spreitzer, 2008). Psychological empowerment profoundly influences organizational performance and effectiveness as a linchpin for fostering innovation, adaptability, and competitive advantage. Empowered employees are more likely to engage in proactive problem-solving, idea generation, and knowledge sharing, thereby driving organizational innovation and creativity (Gong et al., 2009). Moreover, psychological empowerment facilitates organizational agility and resilience in the face of dynamic environmental changes, enabling organizations to navigate uncertainty and capitalize on emerging opportunities effectively (Ahearne et al., 2005).

2.5. Moderating Role of Psychological Empowerment

Psychologically empowered employees demonstrate higher organizational commitment, driven by enhanced job satisfaction and a stronger sense of purpose (Avolio et al., 2004). As part of this, adequate pay fulfills a critical need for employees. It reinforces the perceived value of their role within the organization, which can be further strengthened through empowerment, yielding greater benefits. Additionally, satisfaction with promotion opportunities has been identified as a significant predictor of affective commitment (Meyer & Allen, 1991). For individuals with high psychological empowerment, the relationship between their satisfaction with promotion opportunities and several other benefits, as well as affective commitment, can also be more robust, as they perceive themselves as valuable in the eyes of the organization's management (Eisenberger et al., 2001). Employees tend to view benefits as recognition of their contributions and as reinforcement of their valued position. This perception enhances their emotional attachment to the organization (Bhatnagar, 2020). Accordingly, for those with high psychological empowerment, the association between satisfaction with contingent rewards and other benefits and affective commitment is likely to be stronger, as such employees are more susceptible to the appreciation and recognition conveyed by rewards (Judge et al., 2001). Psychologically empowered employees value autonomy, competence, and a sense of impact, making them more likely to connect organizational procedures. For empowered employees, fair procedures reinforce their sense of control and bolster their affective commitment (Seibert, 2006). Transparent relationships within an organization are valuable resources that facilitate knowledge-sharing, support, and collaboration. For empowered employees, satisfaction with co-workers with whom they have fruitful relationships provides the resources and support needed to effectively carry out their roles, further strengthening their commitment to the organization. As such, they can be satisfied with the nature of work due to a sense of meaning in what they do. When employees feel autonomy in their roles and see significance in their work, they develop a sense of commitment to the organization (Kaur & Randhawa, 2023). Likewise, Eisenberger et al. (2001) argue that transparent and effective communication fosters a sense of security and connection, as employees feel assured that their organization values and invests in them. Based on these ideas, the following hypothesis is developed.

H₄: For highly psychologically empowered employees, the relationship between job satisfaction and affective commitment will be stronger.

When it comes to continuance commitment, compensation matters because it is the financial benefits they would forfeit if they leave the organization (Judge et al., 2001). Psychologically empowered employees have greater autonomy over their work, which can heighten their awareness of the benefits of their employment (Laschinger, 2004). Empowerment can lead to a more pronounced recognition of how their pay correlates with their overall job satisfaction and the economic sacrifices they would face if they leave (Wang et al., 2020). Empowered employees demonstrate high engagement, positioning themselves as viable candidates for advancement. Such an approach can lead to greater satisfaction with promotion

opportunities, as they perceive these advancements as rewards (Gonzalez-Mule et al., 2019). Moreover, according to Lee and Huang (2012), satisfaction with promotion opportunities is associated with a high cost of leaving because when employees are empowered, they perceive a stronger alignment between their aspirations and the organization's objectives, which enhances their willingness to remain with the organization (Gonzalez-Mule et al., 2019). Additionally, supportive supervision serves as a buffer against job-related stressors, reducing the likelihood of leaving the organization and proving the interest in the employee. Employees who feel their company has a long-term interest in them are more likely to view leaving as a loss. Furthermore, employees' attachment to the organization is enhanced when operational procedures are transparent (Meyer et al., 2006). Psychologically empowered employees often view their roles as personally meaningful and aligned with their professional goals, which makes them more likely to value the intrinsic qualities of their tasks (Pulos, 2020). Hence, they feel a mutual investment in their organization. This, in turn, strengthens their commitment to continuing in their current role as they weigh its unique value against potential alternatives (Kaur & Randhawa, 2023). A deeper connection, built on trust and shared information, encourages employees to remain committed to the organization because they feel more secure in their roles and valued (Huang et al., 2022). Accordingly, the next hypothesis is developed as follows:

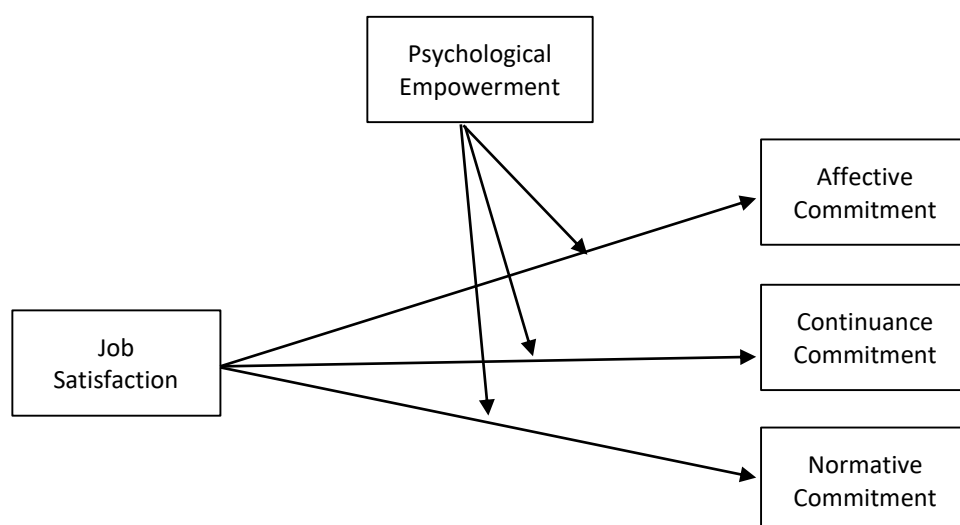
H₅: For highly psychologically empowered employees, the relationship between job satisfaction and continuance commitment will be stronger.

Psychologically empowered employees' commitment to the organization is enhanced when they feel their pay is equitable and commensurate with their efforts, thereby strengthening their normative commitment (Hom & Kinicki, 2001). They capitalize on the organization's growth and development opportunities (Lee et al., 2017). Satisfaction with these opportunities strengthens their normative commitment, as they feel indebted to the company in exchange for their earnings (Kahn, 2021). In addition, when employees feel that their superiors are responsive and considerate, they do not want to abandon them halfway. This is observed among psychologically empowered employees, who appreciate guidance and feedback from their supervisors (Spreitzer, 1995). Wang et al. (2022) showed that empowered employees view organizational benefits as critical to their commitment. This represents the unwritten, reciprocal expectations that shape the employee-employer relationship (Rousseau, 1995). When empowered employees receive recognition for their contributions, it reinforces their commitment to the organizational mission (Eisenberger et al., 2001). Recognition and rewards for empowered individuals lead them to demonstrate a heightened sense of duty to reciprocate through engagement (Singh et al., 2023). Moreover, when empowered employees perceive fairness in operating procedures, they develop a strong emotional commitment to their organization (Jiang et al., 2023). This stems from their desire to remain in an environment that aligns with their values. Additionally, positive interpersonal relationships resulting from empowerment create a collaborative work environment, enhancing employees' normative commitment by fostering a sense of mutual responsibility (Chiaburu & Harrison, 2008). Psychologically empowered employees favor communication because it fosters mutual respect and commitment to the organization. Such climates enable employees to voice their ideas, thereby reinforcing their involvement in the organization (Meyer et al., 2013). Based on these views, the following hypothesis is developed.

H₆: For highly psychologically empowered employees, the relationship between job satisfaction and normative commitment will be stronger.

Figure 1 shows the hypothesized relationships between variables.

Figure 1. Research Model



3. Method

3.1 Design and Participants

Data for this cross-sectional questionnaire survey were collected from 398 participants working in the textile sector in Istanbul's İkitelli and Merter industrial zones, Türkiye. The sample was drawn from 20 textile companies using convenience sampling, selected from among the more than 200 firms operating in these regions. These companies were chosen based on their accessibility and willingness to participate. The study focused on employees without managerial roles, as their positions allow them to provide valuable insights into organizational practices and employee attitudes. The population size was approximately 2,000 individuals. This information was obtained by asking participants because it could not be obtained formally.

Before data collection, ethical approval was obtained from the Istanbul Ticaret University Research Ethics Committee on 01.02.2024. Following ethical approval, responsible people at 100 companies were contacted by phone and email. Of them, 20 companies allowed on-site visits and employee contact. Accordingly, the data were collected in February, March, April, and May 2024 using a questionnaire distributed in person during site visits. Employees were contacted during their break times and in rest areas. Participation was voluntary, and informed consent was obtained from all participants prior to completing the survey. The questionnaire was anonymous, and participants were assured that their responses would remain confidential and would be used solely for academic purposes. A total of 427 questionnaire forms were returned. However, 29 questionnaire forms were excluded from the analysis due to missing answers.

All participants were Turkish citizens, and the questionnaire was administered in Turkish to ensure clarity and ease of understanding. Of the participants, 221 (55.5%) were male, 177 (44.5%) were female, 268 (67.3%) were single, 130 (32.7%) were married, 87 (21.9%) had a high school degree, 203 (51.0%) had a bachelor's degree, 108 (27.1%) had a master's degree, their ages varied between 19 and 52 years ($M = 27.61$, $SD = 7.61$).

3.2. Data Collection Instruments

3.2.1. Job Satisfaction Scale

A nine-dimensional scale developed by Spector (1985) and adapted to the Turkish context by Bilgiç (1998) is used to assess participants' job satisfaction. The scale measures satisfaction with pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, and

communication. Each dimension comprises four items, scored on a 5-point scale (1 = strongly disagree, 5 = strongly agree). This scale is chosen because it captures all aspects of job satisfaction more comprehensively than other scales. However, to simplify analyses and accommodate space limitations, hypotheses are developed holistically; otherwise, there would be around 54 hypotheses that would require much space. Accordingly, job satisfaction is analysed unidimensionally, as several researchers have done, such as Judge et al. (2001), Bowling (2007), and Judge and Kammeyer-Mueller (2012). Analysing it unidimensionally also addresses theoretical concerns, as job satisfaction can be examined from a general perspective as well as its different dimensions (Wanous et al., 1997). Here, the analyses have been carried out using a holistic approach, encompassing as many different aspects of job satisfaction as possible. For this purpose, a short, 9-item job satisfaction scale is produced. Following the representative facet approach (Shye & Elizur, 1994), one item was selected from each of the nine original dimensions to ensure comprehensive coverage of the construct's content domain (Spector, 1997). This method provides a parsimonious yet theoretically robust measure of global job satisfaction that maintains the breadth of the original scale (Shye & Elizur, 1994). Selected items are as follows. 1: I feel I am being paid a fair amount for the work I do. 2: I am satisfied with my chances for promotion. 3: I like my supervisor. 4: The benefits we receive are as good as those most other organizations offer. 5: When I do a good job, I receive the recognition for it that I should receive. 6: My efforts to do a good job are seldom blocked by red tape. 7: I like the people I work with. 8: I like doing the things I do at work. 9: Communications seem good within this organization. A confirmatory factor analysis is performed to test the scale's construct validity. The results are satisfactory ($X^2 = 45.447$, d.f. = 20, $X^2/\text{d.f.} = 2.27$, GFI = 0.97, IFI = 0.98, CFI = 0.98, RMSEA = 0.05).

3.2.2. Organizational Commitment Scale

A three-dimensional scale developed by Meyer and Allen (1991) and adapted to the Turkish context by Wasti (2001) is used to assess participants' organizational commitment. The scale measures affective, continuance, and normative commitment. Each dimension comprises eight items, scored on a 5-point scale (1 = strongly disagree, 5 = strongly agree). To test the scale's construct validity, a confirmatory factor analysis is conducted. The three-dimensional model produces fit indices within acceptable margins ($X^2 = 921.401$, d.f. = 223, $X^2/\text{d.f.} = 4.13$, GFI = 0.87, IFI = 0.91, CFI = 0.91, RMSEA = 0.06).

3.2.3. Psychological Empowerment Scale

A four-dimensional scale developed by Spreitzer (1995) and adapted to the Turkish context by Sürgevil et al. (2013) is used to measure the extent to which participants are psychologically empowered. The scale measures psychological empowerment across the domains of meaning, competence, self-determination, and impact. Each dimension comprises three items. Each item is scored on a 5-point scale (1 = strongly disagree, 5 = strongly agree). In this research, however, to simplify analyses and accommodate space limitations, psychological empowerment is analysed unidimensionally, as did other researchers such as Spreitzer (1996), Mahmoud et al. (2022), and Boudrias et al. (2009). This approach is theoretically sound because, as with job satisfaction, the impact of psychological empowerment can be examined from different perspectives or as a whole, depending on the research objectives. Following the precedent set by Spreitzer (1995) and subsequent meta-analyses (e.g., Seibert et al., 2011), psychological empowerment was treated as a unitary construct. This approach is theoretically grounded in the "gestalt" view, where the four dimensions combine to reflect an active orientation toward one's work role. The Gestalt view holds that a complex system or experience is more than the sum of its parts. In psychology and related fields such as organizational behavior, it suggests that our minds do not merely perceive a collection of individual elements; instead, they naturally organize those elements into a single, unified, and meaningful whole (Mathew & Nair, 2022). Spreitzer (1995) specifically used the term "gestalt" to explain why her four dimensions (i.e., meaning, competence, self-determination, and impact) should be viewed as a whole. A confirmatory factor analysis is performed to test the scale's construct validity. The model produced fit indices within acceptable margins ($X^2 = 112.047$, d.f. = 42, $X^2/\text{d.f.} = 2.66$, GFI = 0.95, IFI = 0.97, CFI = 0.97, RMSEA = 0.06).

Furthermore, to test each scale's convergent validity, the AVE score is calculated, and to test their discriminant validity, the Fornell-Lacker Criterion (F&L) score is calculated. To test the scales' reliability, Cronbach's α is calculated. For each scale, the AVE score must be greater than 0.50, the F&L score must be higher than the correlation coefficients that the variable has with others, and Cronbach's α must be greater than 0.70 (Bagozzi & Yi, 1988; Gürbüz & Şahin, 2018; Hair et al., 2010). The test results satisfy these conditions, as shown in Table 1.

4. Findings

Hypotheses are tested using regression analyses; before this, correlation coefficients are calculated to determine the significance and direction of relationships between variables. Correlation scores indicate the existence and direction of relationships. Hence, if only the correlation coefficients between variables are significant, it is appropriate to continue with regression analyses in subsequent stages. Descriptives and correlation coefficients for each variable are presented in Table 1.

Table 1. Descriptives and Correlations

Variables	α	<i>M</i>	<i>SD</i>	AVE	1	2	3	4	5
1. JS	0.87	3.79	0.70	0.52	1 (0.72)				
2. ACOM	0.92	3.69	0.86	0.58	0.44**	1 (0.76)			
3. CCOM	0.92	3.61	0.91	0.59	0.39**	0.47**	1 (0.76)		
4. NCOM	0.89	3.81	0.78	0.52	0.50**	0.73**	0.46**	1 (0.72)	
5. PE	0.91	3.87	0.71	0.51	0.56**	0.42**	0.22**	0.36**	1 (0.71)

** $p < 0.01$, JS = Job satisfaction, ACOM = Affective commitment, CCOM = Continuance commitment, NCOM = Normative commitment, PE = Psychological empowerment. The values in parentheses are Fornell-Lacker Criterion scores

Although the findings in Table 1 provide some insight into the nature of the relationships among variables, regression analyses are conducted to test the hypotheses. Accordingly, three regression models are constructed, as shown in Table 2. To test the moderation hypotheses, the independent variable (i.e., the job satisfaction) and the moderator variable (i.e., psychological empowerment) are centered. Then, an interaction term is computed by multiplying the centered scores of the independent variable (i.e., the job satisfaction) by the centered score of the moderator variable (i.e., psychological empowerment). The produced interaction term is JSxPE. Following this, the independent variable (i.e., the job satisfaction), the moderator (i.e., psychological empowerment), the interaction term (i.e., JSxPE), and the dependent variables (i.e., dimensions of organizational commitment) are entered into the analysis. To discuss moderation, an interaction term must have a significant effect on the dependent variable (Aiken & West, 1991).

Table 2. Hypothesis Tests

	Model 1			Model 2			Model 3		
Dependent Variables	Affective Commitment			Continuance Commitment			Normative Commitment		
Independent Variables	β	<i>F</i>	R^2	<i>B</i>	<i>F</i>	R^2	β	<i>F</i>	R^2
JS	0.25***			0.38***			0.39***		
PE	0.35***	53.67***	0.28	0.01	23.83***	0.15	0.22***	58.58***	0.30
JSxPE	0.23***			0.00			0.23***		

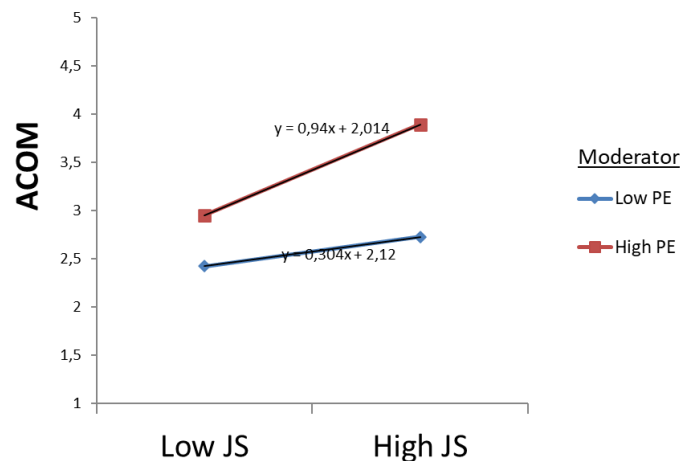
* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Note: JS = Job satisfaction, PE = Psychological empowerment, JSxPE = Interaction term

According to the findings in Table 2, hypothesis 1, 2 and 3 are supported, as there is a significant, positive relationship between job satisfaction and affective commitment ($\beta = 0.25, p < 0.001$) and between job satisfaction and continuance commitment ($\beta = 0.38, p < 0.001$), and between job satisfaction and normative commitment ($\beta = 0.39, p < 0.001$).

Considering moderations, the interaction term shows two positive, significant relationships. The first is with affective commitment ($\beta = 0.23, p < 0.001$) and the second is with normative commitment ($\beta = 0.23, p < 0.001$). However, it lacks a significant relationship with continuance commitment. Therefore, hypotheses 4 and 6 are supported, whereas hypothesis 5 is not. Figure 2 shows how psychological empowerment moderates the relationship between job satisfaction and affective commitment.

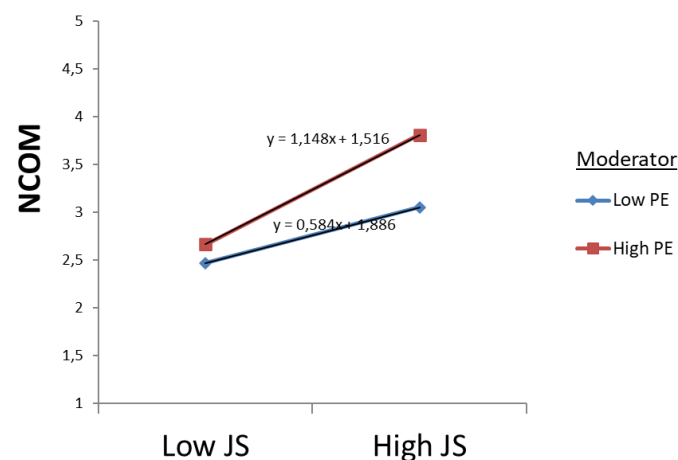
Figure 2. Interaction – 1



Note: ACOM: Affective commitment, JS: Job satisfaction, PE: Psychological empowerment

According to Figure 2, as job satisfaction increases, affective commitment increases regardless of psychological empowerment level. However, the increase in affective commitment is greater when psychological empowerment is high and lower when it is low, because the slope of the high-PE line is steeper than that of the low-PE line. This indicates that for those with high psychological empowerment, the relationship between job satisfaction and affective commitment will be stronger.

Figure 3. Interaction – 2



Note: NCOM: Normative commitment, JS: Job satisfaction, PE: Psychological empowerment

Similarly, as shown in Figure 3, job satisfaction is positively associated with normative commitment, regardless of psychological empowerment level. However, the increase in normative commitment is greater when psychological empowerment is high and lower when it is low, because the slope of the high-PE line is steeper than that of the low-PE line. This indicates that for those with high psychological empowerment, the relationship between job satisfaction and normative commitment will be stronger.

5. Discussion and Conclusion

Earlier studies have continuously emphasized the relation between job satisfaction and organizational commitment (Judge & Klinger, 2008; Meyer & Allen, 1991). However, to the best of our knowledge, the role of psychological empowerment in the satisfaction-commitment link has received limited attention. Psychological empowerment, as a moderating variable, addresses a significant issue and provides deeper insight into the mechanisms by which job satisfaction fosters organizational commitment. Unlike previous research (Lambert et al., 2001), this study shows that a sense of empowerment among employees drives their contentment and leads to strong commitment to their organization. Employees who are highly satisfied with aspects such as meaningful work, recognition, career development, and fair compensation are more likely to exhibit stronger affective and normative commitment. By emphasizing these intrinsic and extrinsic dimensions, the research shows that job satisfaction is a fundamental driver of organizational attachment, even before accounting for moderating factors.

Building on these insights, this study provides a more nuanced understanding of the mechanisms through which job satisfaction influences organizational commitment. It demonstrates that employees' perceptions of meaning, competence, self-determination, and impact significantly strengthen the translation of satisfaction into affective and normative commitment. Specifically, when employees find their work meaningful, they are more likely to internalize organizational goals; when they feel competent, they approach tasks with confidence, which reinforces positive attitudes toward the organization. Self-determination allows employees to exercise autonomy in decision-making, translating satisfaction into proactive engagement. At the same time, a sense of impact ensures that employees perceive their contributions as valuable, further increasing attachment and loyalty. However, contrary to expectations, the results do not support a moderating role for psychological empowerment in the relationship between job satisfaction and continuance commitment. This can be explained through three primary lenses. Firstly, continuance commitment is rooted in Becker's (1960) side-bet theory, which focuses on accumulated investments such as pensions, seniority, benefits, and the lack of external alternatives. These are objective, tangible factors. In contrast, psychological empowerment is a subjective, intrinsic state. Therefore, feeling empowered does not change the financial or logistical reality of the costs associated with leaving a company. Secondly, psychological empowerment includes a strong element of self-efficacy (i.e., competence). As employees feel more empowered and confident in their skills, their perceived external employability may increase. This creates a dual effect: while they are satisfied with their current job, they also feel more capable of finding a new one. This cancels out any strengthening effect that empowerment might have had on the fear of leaving. Thirdly, job satisfaction and continuance commitment are often more weakly correlated than other pairings because satisfaction is about liking the job, while continuance is about needing the job. Because empowerment is a growth-oriented construct, it aligns naturally with the growth aspects of satisfaction (i.e., affective) but remains conceptually distant from the maintenance aspects (i.e., continuance).

This study also shows that the moderating effect of psychological empowerment explains why some employees respond more strongly to job satisfaction than others, highlighting important variability in organizational commitment across individuals. Employees who perceive high levels of empowerment are more likely to reciprocate organizational support with enhanced commitment, in line with social exchange theory (Blau, 1964). In contrast, employees with low empowerment may experience satisfaction without translating it into a strong attachment. By integrating these insights, the research extends existing theoretical frameworks, illustrating not only the direct pathways from satisfaction to commitment but also the conditions under which these effects are amplified. This enriched model provides a robust foundation for

future studies to explore additional moderators, such as resilience, leadership style, or organizational culture, and deepens the conceptual understanding of how psychological empowerment can systematically enhance organizational commitment (Kausar, 2025; Mathew & Nair, 2021; Orłowska & Laguna, 2023).

Regarding practical implications, the outcomes of this research present meaningful perspectives for organizational leaders and managers. The results recommend that although job satisfaction is a key driver of organizational commitment, its influence is significantly enhanced when employees feel psychologically empowered. For business owners, this highlights the importance of creating an empowered work environment where employees feel autonomous, competent, and valued for their contributions. By cultivating empowerment, organizations can improve organizational commitment, minimize turnover intentions, and thus strengthen their organization. For employees, empowerment provides a way to channel their job satisfaction into greater organizational attachment, thereby cultivating higher engagement and resilience. Empowerment initiatives are excellent for building genuine loyalty and morale. However, if the goal is to retain employees solely by increasing their perceived cost of leaving, psychological empowerment is not the appropriate lever; rather, compensation packages and benefit structures would be more direct influencers.

Although these contributions are highly valuable, this research also has some limitations. This study primarily uses a cross-sectional design, which limits its ability to make causal inferences. Future studies could implement longitudinal designs to establish causal relations more effectively. Also, the sample for this research is confined to a specific organizational climate and cultural background, which may limit the generalizability of the findings. In the future, a wide-ranging sample spanning industries and countries would strengthen external validity. Lastly, the use of self-reported data can limit the ability to capture participants' actual situation, even though the validity and reliability test results are satisfactory. Nevertheless, future research can investigate similar cases by collecting and analyzing qualitative data from interviews and observations. This way, the accuracy of the findings can be better discussed.

In conclusion, this research provides multiple suggestions for future studies. Scholars could expand upon these results by investigating additional moderating variables, such as psychological resilience or organizational culture, to better understand the circumstances and environment under which job satisfaction leads to more substantial commitment. Subsequent research could utilize mixed-method designs, combining qualitative data to explore better employees' personal experiences of empowerment and organizational commitment. Furthermore, cross-cultural comparisons may reveal whether the moderating role of psychological empowerment differs between collectivist and individualist environments. Such investigations would help validate the current study's results and offer richer insights into how organizations can effectively harness psychological empowerment to strengthen employee commitment.

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