



The Role of Job Authority and Employee Empowerment on Employee Commitment in the Public Service Sector

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The manuscript was received on 18 May 2024, revised on 28 August 2024, and accepted on 2 January 2025, date of publication 17 January 2025

Abstract

Team member commitment is at the core of organizational performance and durability, especially in the public sector. The study seeks to supplement existing knowledge by examining the effects of job authority and job empowerment on team member commitment and its impact on motivation, job satisfaction, and loyalty to the organization. This was obtained through a mixed-method approach, drawing together quantitative survey data with qualitative in-depth interviews with public workers. The findings indicate that the greater the level of authority, the more responsibility there is, and the more freedom there is for decision-making, the greater the commitment to the organization. Knowing how to do the work properly and having the proper skills and self-confidence were also essential for team member commitment. Employees at the lower organizational levels reported having feelings of encouragement and interest in the company, as well as integration into the strategic objectives of the company or enterprise. These results indicate the need for public service organisations to adopt a sustainable employee commitment culture focusing on authority and empowerment. Such issues need to be examined as time passes in future studies. The findings emphasize the importance of job authority and empowerment as determinants of team member engagement in the public sector compared to team member engagement in the private sector: assistive medical devices and many other organizations.

Keywords: Job Authority, Employee Empowerment, Employee Commitment, Public Service.

1. Introduction

In the public service sector, the commitment of employees is considered indispensable in the quest to meet public expectations regarding efficiency and accountability. A committed workforce will do the job properly, not only because it will align with the organization's goals but also to help achieve the bigger goal of public welfare [1]. This commitment enhances individual performance and promotes collaboration and a sense of shared purpose, which is essential in delivering quality public services. Individuals attached to their jobs and the organization's mission will be more likely to go beyond their formal role boundaries to enable innovation and responsiveness in the delivery of needs. However, the development of team member commitment within the public sector remains particularly problematic given the peculiar pressures within this environment [2]. Bureaucratic processes, limited resources, and rigid hierarchical structures often create a sense of team member stagnation and disengagement. The lack of competitive incentives and professional growth opportunities can further erode motivation and commitment. Overcoming these challenges calls for implementing strategies by public organizations that foster a supportive work culture, recognize team member contributions, and offer opportunities for skill development and career



advancement. Public service institutions can build a committed workforce capable of driving sustainable performance improvements by creating an environment that values team member well-being and aligns their aspirations with organizational objectives [3].

Job authority or empowerment, crucial in increasing engagement, directly emanates a high sense of ownership and responsibility among workers. Workers are said to have been given job authority when they have the power to make decisions about their work and take charge of those decisions made [4]. The delegation of decision-making powers on matters directly affecting their job responsibilities has a dual positive effect on workers: it creates increased self-confidence and a more profound sense of purpose among personnel. Workers with more decision-making autonomy are more likely to care about the company's success because they are more likely to bear the full consequences of their decisions. The freedom to decide how to pursue a goal increases workers' job satisfaction and loyalty to the company's mission [5]. Empowerment of employees by providing job authority ensures that the workers have all that is required to execute a job successfully. This can be achieved by ensuring training, information, and resources are provided. Giving people authority itself does not fully empower them to flourish. Equally, it includes providing them with training, information, and opportunities for growth. Workers whom employers believe in are better prepared to make decisions, try new ideas, and be proactive about achieving a company's success if they feel equipped to perform their jobs [6] successfully. An atmosphere of valuation and respect characterizes empowerment that raises the stakes emotionally and professionally for employees. Moreover, it develops a workplace culture of cooperation and mutual respect when motivated to express opinions and actively participate in decision-making processes [7].

Team member empowerment and job authority go hand in hand to ensure that everyone is valued and respected in the workplace, which raises individual and team productivity. Workers treated with dignity and respect are likelier to take pride in their work and do their best [8]. People will have more ownership of projects and give nothing but their best when an opportunity to make decisions is given along with the means. They are bound to be more dedicated and committed to the organization since they will feel attached to its cause as they find their work's contributions toward its success [9]. This increased commitment makes workers happier and more willing to go the extra mile, which is good for business overall. Combining job responsibility with team member empowerment has many favorable results, such as enhanced performance, organizational stability, and staff retention [10]. When employees have a stake in the company's success, they are less likely to leave, reducing turnover and cutting training and recruitment costs [11]. Due to this, organizations can develop a workforce that is more committed to the company's success over the long term. When work authority and empowerment are combined over time, it ensures that employees are committed and actively contribute to enabling the firm to achieve its objectives. By fostering a supportive work environment that supports these factors, an organization can achieve a continuous improvement culture whereby its employees will flourish, and the organization will change and prosper [12].

Public service organizations struggle to balance hierarchical structures with the increasingly complex demand for an inclusive and empowering approach to workplace culture. While effective in ensuring control and consistency, traditional top-down management approaches often limit employees' ability to exercise authority and take initiative [13]. This can alienate employees, as their contributions are not valued, leading to a lack of motivation and engagement. Over time, this disengagement can negatively affect organizational performance, as employees are less likely to go beyond their prescribed duties to meet dynamic public needs. On the other hand, while autonomy and flexibility are encouraged, highly decentralized systems can create their own set of problems [14]. Excessive delegation of authority without guidelines or mechanisms of accountability may lead to inconsistency in decision-making and a lack of cohesion across various levels of the organization. This can easily undermine public confidence and organizational effectiveness in the public service, where there is an expectation of greater transparency and consistency. The balance that needs to be achieved here is one in which the benefits of structured hierarchies are preserved while still managing to provide an enabling culture. This can be ensured by making all team members aware of their respective roles, engaging them in significant decision-making matters, and ensuring that they have all it takes to perform their duties competently [15].

Team member empowerment and job authority can interact in complex ways, and the current study will try to assess how such an interaction may affect public servants' commitment to their jobs. Authority and empowerment in the workplace are two of the most critical factors in shaping workers' views of their contributions to the company's success [16]. This research thus sets out to examine in detail how providing employees with autonomy, resources, and trust can make them feel more committed to the organization's success and aligned with the organizational goals. The public sector poses some unique challenges to motivating and engaging employees, including bureaucratic inflexibility and scarcity of resources, making investigating these factors all the more critical. The researchers hope that administrators and lawmakers will be able to apply the results of this study in their efforts to enhance organizational performance and morale. This study intends to contribute to developing methods that balance hierarchical structures and empower workplace culture by identifying the main determinants of team member commitment. This can be done by implementing special training programs, changing job assignments to grant employees more autonomy and decision-making capacity, or providing mechanisms to make workers feel valued and cared for. Such results yield more committed and fervent personnel, which shall upgrade the level of services and thus boost confidence in governmental agencies.

2. Research Method

This study has utilized a mixed-method methodology to fully capture the relationships between public servants' job authority, their empowerment, and commitment. Quantitative data were collected using a survey of 200 public service employees from various departments. Using established measures in the survey ensured the data was reliable and accurate in measuring degrees of job authority, empowerment, and commitment. Accordingly, regression and correlation approaches were used to examine the possible causal relationships between these variables. It provided a broad overview of the trends and patterns inherent in the sample to set the background and explain the overall dynamics. Quantitative methods were supplemented through the semi-structured interviews conducted on twenty employees drawn based on diverse responsibilities and years of service in the public sector. These interviews explored the views of employees on job empowerment and authority and their influence on commitment in more detail. Among the issues that emerged from the thematic analysis of data were those concerning the impact of hierarchies, the role of trust in fostering commitment, and the impediments to empowerment. The findings of this study were strong and triangulated since they are based on quantitative and qualitative sources. This enabled a fuller understanding of the factors determining team member commitment, and the study also offered some valuable recommendations for public sector organizations.

3. Result And Discussions

The quantitative analysis also indicates that job authority and team member commitment are positively and significantly related, which means autonomy is critical in shaping employees' attitudes toward their jobs and organization. Employees who perceive higher levels of job authority express greater job satisfaction and a greater sense of belonging to their organization. This means that employees feel valued and trusted when they are responsible for decision-making and autonomy, which transforms into commitment and dedication to the job and execution of organizational objectives. The first key result reveals that job authority heightens their commitment by providing duty and accountability to employees. Work is more meaningful and impactful when workers are empowered to decide and own their responsibilities. This, in turn, enhances their intrinsic motivation and emotional attachment to the business. Hence, higher levels of organizational performance and cohesion result from employees with greater job authority being more likely to commit effort and energy to their work. These findings have significant implications for organizational management, particularly in the public sector, which is often constrained by hierarchical structures [17]. Public sector businesses can build a more engaged and committed workforce by opening up decision-making opportunities and allowing job roles to be reassessed. The employees are more interested in their development and the company's success in general when they are given more responsibility and independence in their work, which again has a multiplicative effect on job satisfaction and morale.

Team member empowerment also emerged as a very positive driver of commitment, with both the quantitative and qualitative analyses yielding supportive results. Workers who believed they had a say in their work were more interested, motivated, and satisfied. Organizations create an enabling climate for people by making them feel capable and supported, providing them with the information, authority, and resources to perform well. When given more career autonomy, employees are more dedicated to the organization's mission and ideals [18]. One of the central themes that emerged was the role of access to resources, clear communication, and trust from management in shaping employees' experiences of empowerment. Employees highlighted that having the appropriate tools and resources allowed them to meet job demands more efficiently, while transparent communication helped align their efforts with organizational objectives. When employees felt trusted by their supervisors, they became confident, and their morale was boosted, hence taking the initiative and solving problems creatively [19]. These factors improved their performance and strengthened their loyalty to the organization. These findings give reason for creating an enabling work environment, especially in sectors like public service, where team member motivation is crucial for efficiency and accountability. It can also be further enhanced by regular training programs, smoothing resource utilization, and establishing a culture of openness and trust. Public service organizations can achieve improvement in service delivery and strengthen organizational outcomes by placing greater emphasis on team member empowerment and building a staff that is more committed and dedicated.

The qualitative findings reinforced the quantitative results, emphasizing that employees who felt trusted and included in decision-making were significantly more committed to their roles. Trust emerged as a recurring theme in the interviews, with participants consistently linking their sense of empowerment to their level of commitment [20]. Employees who perceived their managers valued their input and judgment better understood being close to the organization and were more willing to invest effort in their jobs. This trust engenders job satisfaction and loyalty to their teams and, ultimately, to the organizational mission. One participant poignantly captured this sentiment by stating, "When my manager trusts me to make decisions, I feel more connected to the mission of our department." This statement highlights the dual impact of empowerment and trust; on the one hand, it fosters a sense of personal responsibility and ownership, and on the other, it strengthens alignment with organizational objectives [21]. Indeed, employees involved in a participative decision-making process are most likely to experience their job role as meaningful, well-matching their professional ideals, which makes them more willing to stay loyal under adverse conditions. These findings thus again underline that public service organizations, perhaps most of all, should aim to establish an inclusive, trust-based culture. [22]. Managers are instrumental in this process by actively engaging employees in discussions, giving them decision-making authority, and offering support regularly [23]. In such a way, organizations can develop individual commitment and create a united and motivated work team. In the long term, these methods will contribute to a good culture within the firm, thus increasing team member happiness and realizing goals across the board [24].

The study indicated that there should be a balance between job authority and team member empowerment to bring about long-term commitment. Both elements are relevant in motivating and satisfying employees. Still, their imbalance may create negative consequences: too much job authority without support systems often places employees under undue pressure, leading to stress, burnout, and disengagement. The employees have significant decisions they are not supported or guided to make and, therefore, may feel overwhelmed, hence, diminished commitment to the organization. On the other hand, when empowerment takes place without clear boundaries and structures, a team can collapse into disorganization and non-productivity. When employees are called upon to be more proactive without clarity about what will be expected and/or mechanisms hold them accountable, inconsistent decision-making and misaligned effort could be assured. This can lead to lesser clarity on roles, diminished organizational performance, and broken trust between employees and managers. Therefore, although essential, empowerment must also be accompanied by responsibilities so that individuals can execute the job effectively and confidently [25]. This thus calls for implementing a properly structured framework in organizations that balances authority and empowerment. A comprehensive framework needs to clearly outline the areas of decision-making authority while proactively ensuring that staff have the resources, support, and training necessary to meet expectations. Managers have a vital role in this balance by closely monitoring workload volumes and providing constructive feedback while encouraging open communication. In this way, businesses may foster an atmosphere where workers are encouraged to take initiative while receiving the necessary resources to help them reach their full potential [26]. Ultimately, the integration of authority and empowerment must be tailored to each organization's unique needs and workforce. Finding this balance is especially critical in the public service sector, where hierarchical structures are often rigid. A balanced approach, where employees are neither saddled with undue responsibility nor constrained by clarity, promotes a culture of trust, collaboration, and accountability that nurtures a more active and committed workforce, one better positioned to achieve organizational objectives in the public interest [27].

The findings also underlined several sector-specific challenges to implementing authority and empowerment strategies, not least the potential for rigid bureaucratic processes to impede effective implementation. The structure of many public service organizations often perpetuates a culture of centralization, where decision-making remains the province of a few top-level managers. This usually limits the degree to which employees can use their authority to make autonomous decisions, undermining commitment-enhancing forms of empowerment. Such processes have indeed brought frustration and powerlessness into the workplace among employees, causing disengagement and lower motivation. The inefficiencies that accompany bureaucratic systems are such that they will hamper

communication and flow of resources, hence adding more difficulty for employees to perform. Where there is much red tape, even employees at an appropriate level of authority may be unable to take effective action in their sphere of authority because of delay or obstruction due to bureaucratic procedures. This lack of conjunction between authority and effective action will make employees feel that their roles are peripheral or insignificant, loosening their binding with the organization. Therefore, empowerment's potential benefits are reduced, as is the organization's, through lower team member morale and performance.

These systemic issues need to be addressed if team members' commitment is to be sustained and the authority and empowerment are fully realized. Bureaucratic processes have to be so reformed that there is ease of decision-making, pruning of unnecessary layers of hierarchy, and openness in communication channels for flexibility and supportiveness in the work environment. For instance, implementing decentralized decision-making frameworks or giving middle managers more responsibility might loosen some constraints created by rigid systems. The employees would then feel that their decisions have a direct impact on the outcomes of the organization, and it would increase their engagement and commitment. Besides that, the public service organization's leadership must be more conscious of balancing authority and empowerment to meet bureaucratic challenges. Active engagement on the part of leaders in demolishing various barriers to team member autonomy while providing every kind of support required for workers to exercise authority will motivate employees and make them show more commitment to work. It requires a structural change in culture, trusting employees, and believing in their valuable contribution to driving better results in public service delivery and other organizational outcomes.

4. Conclusion

The study illustrates that work authority and empowerment significantly enhance team member engagement in the public sector. Organizations can develop a more engaged and committed workforce by ensuring that workers are free to carry out their jobs effectively and have the right tools to do so. Work will more likely satisfy the worker, and attachment may be developed towards the company when decisions and access to resources that will aid their performance are put into workers' hands. This, in turn, creates a feeling of responsibility and accountability, leading to unparalleled individual motivation and commitment to organizational commitment. However, these findings also highlight that balancing job authority and team member empowerment is essential, as the potential pitfalls of such strategies may lead to undermining team member well-being and organizational effectiveness. Since autonomy is necessary, excessive authority with a lack of support or guidance will lead to stress, burnout, and isolation of employees, just as empowerment without boundaries or structured support allows confusion, inefficiency, and inconsistent decision-making. Employees cannot perform their roles effectively if they are confused or do not have any structure to execute their complex tasks. A balanced approach empowers them and guides employees to realize their full potential with lesser chances of becoming overwhelmed and inefficient. Therefore, organizations within the public service sector must develop frameworks incorporating job authority and empowerment that best fit their particular operational needs and expectations of their employees. This will entail laying down clear roles and responsibilities and providing autonomy to employees in decision-making within the framework. With this in place, the public service organization can develop a committed, active, and effective workforce capable of delivering the organization's mission to serve the people. Such addressing of the factors creates a work environment strategically and thoughtfully where the well-being of all employees and organizational performance can be optimized.

The policies and practices of public service organizations must be directed to achieve authority and empowerment to increase employees' commitment. Training programs for leaders are supposed to help managers hand over authority to their subordinates, communicate more transparently, and support employees' authority in decision-making. Similarly, open communication and regular feedback will help the staff feel valued and aligned with the firm's goals. When the managers are transparent and candid with their staff regarding expectations and objectives, all members know what they are responsible for. When constructive criticism is available to workers, they can understand better where they stand and how to do better. When implemented, such policies help create a supportive workplace where the workers are empowered to be more proactive, take pride in their work, and give their best daily. Longitudinal studies on how authority and empowerment tactics affect the levels of commitment by employees and organizational outcomes over a longer period could usefully extend these findings. Such research would underline the development of the tactics over time and the durability of the effects. Also, sector-specific differences may reveal how these techniques are uniquely applied and have distinct effects within specific public service contexts, such as health, education, and internal security. This may yield better and more sustainable team member engagement and performance from the research on how to fit the various public sector sectors' needs with specific empowerment programs.

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