# The Role of Employee Empowerment, Teamwork, and Training in Enhancing Organizational Commitment

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**ABSTRACT**

This study explores the impact of employee empowerment, teamwork, and employee training on organizational commitment (OC) among teaching and non-teaching staff from a sample of 143 employees across ten top colleges in Hyderabad. Data were collected using a structured questionnaire over three weeks in November 2024. The research investigates how these variables contribute to employees' psychological attachment to their organizations while considering demographic factors such as age and years of experience. The findings reveal that employee empowerment enhances a sense of ownership, teamwork strengthens emotional connections, and training plays a significant role in boosting commitment levels. This study offers valuable insights into the dynamics of organizational commitment. It underscores the necessity of implementing strategies that promote empowerment, teamwork, and training to foster a committed workforce. Furthermore, the analysis indicates significant differences in organizational commitment based on age and experience, suggesting that tailored engagement strategies are essential for addressing the diverse needs of employees.

**Keywords**: Organizational Commitment, Employee Empowerment, Teamwork, Employee Training, Age Differences, Experience Levels, Workforce Dynamics, Teaching Staff, Non-Teaching Staff.

**Introduction**

Organizational commitment (OC) is a critical construct in understanding employee behavior and performance within organizations. Defined as the psychological attachment an employee has to their organization, OC influences their willingness to exert effort on behalf of the organization and their intent to remain a member (Meyer & Allen, 1991).

Recent literature emphasizes the interplay between OC and factors such as employee empowerment, teamwork, and training, suggesting that these elements significantly impact overall employee engagement and performance.

The scope of this study focuses specifically on examining the effects of Employee Empowerment, Teamwork, and Employee Training on OC among the entire population of employees from both teaching and non-teaching staff at top ten Institutions in Hyderabad.. Additionally, demographic variables such as age and years of experience within the institutions are considered to provide a comprehensive analysis of how these factors interact with OC. The research aims to contribute valuable insights into how these specific variables influence organizational commitment, ultimately enhancing understanding of commitment dynamics within the institutions.

The research problem addressed in this study revolves around understanding how employee empowerment, teamwork, and training contribute to organizational commitment among employees from top ten Institutions in Hyderabad.. Given the critical role that OC plays in influencing employee behavior and organizational effectiveness, exploring these relationships is essential for developing strategies that enhance commitment levels. By focusing on these specific variables while considering demographic factors, this study aims to provide insights that can inform management practices and improve employee engagement within the institutions.

## Literature Review
### Organizational Commitment

Organizational commitment is often defined as the psychological attachment an employee has to their organization, influencing their willingness to exert effort on behalf of the organization and their intent to remain a member (Meyer & Allen, 1991). This concept has been explored through different lenses, including emotional attachment, moral obligation, and perceived costs of leaving the organization (Meyer & Allen, 1991). Studies have also introduced additional dimensions such as economic commitment and opportunity commitment, particularly in specific cultural contexts (Solinger et al., 2008).

Homan's exchange theory (1958) posits that organizational commitment is influenced by the perceived benefits of the exchange relationship between an employee and the organization. As employees perceive more favorable exchanges (e.g., rewards, recognition), their commitment to the organization increases. Becker's side-bet theory (1960) extends this idea by introducing the concept of "side-bets," which are investments made by employees that increase their commitment due to the potential loss associated with leaving.

Early studies viewed organizational commitment as a unidimensional construct based on attitudes towards the organization, including identification, involvement, and loyalty (Mowday et al., 1979). This perspective emphasizes the psychological bond between employees and their organizations, suggesting that committed employees are more likely to exert effort on behalf of their employer (Mowday et al., 1979).

Research indicates that organizational culture plays a significant role in shaping organizational commitment. A strong organizational culture can enhance employee commitment by aligning individual values with organizational goals (Klein et al., 2014). Studies have shown that positive cultural attributes, such as innovation and risk-taking, correlate with higher levels of commitment among employees (Klein et al., 2014).

High levels of organizational commitment are associated with positive employee behaviors such as increased job performance, lower turnover intentions, and enhanced organizational citizenship behavior (Meyer & Maltin, 2010). Conversely, low commitment can lead to absenteeism and higher turnover rates (Meyer & Maltin, 2010).

Recent literature emphasizes the interplay between organizational commitment and employee engagement, suggesting that both constructs significantly impact overall employee performance. Engaged employees tend to exhibit higher levels of commitment (Klein et al., 2014).

Research indicates that employee empowerment positively affects organizational commitment. For instance, a study conducted in the hospitality sector found that when employees feel empowered, they are more likely to exhibit higher levels of commitment to their organization (Koo et al., 2020). Empowerment fosters a sense of ownership and responsibility, which enhances employees' emotional attachment to their workplace (Mahmoud et al., 2020)

Studies have also shown a strong positive correlation between teamwork and organizational commitment. For instance, a study found that effective teamwork practices lead to higher levels of employee commitment by fostering strong affective bonds and improving communication within the organization (Nanjundeswaraswamy, Bharath,2023). This is supported by findings that suggest organizations that promote teamwork can enhance employees' loyalty, willingness to exert effort, and alignment with organizational goals.

Comprehensive training programs can lead to greater employee commitment. A study found that trained employees exhibited higher levels of organizational commitment compared to untrained employees, suggesting that training serves as an investment that enhances psychological ties between employees and their organization (Cohen & Keren, 2007). This aligns with Becker's side-bet theory, where training is viewed as an investment that increases employee commitment due to anticipated future benefits.

### Employee Empowerment

Employee empowerment is a critical organizational practice that enhances employee performance, job satisfaction, and overall organizational commitment. It refers to the process of granting employees the authority, autonomy, and responsibility to make decisions regarding their work. This approach not only fosters a sense of ownership among employees but also encourages them to utilize their skills and knowledge effectively (AlKahtani et al., 2021). Research indicates that empowered employees are more likely to exhibit higher levels of job satisfaction and commitment to their organization, which ultimately contributes to improved organizational performance (Koo et al., 2020).

The theoretical foundation of employee empowerment can be understood through various frameworks, including Social Exchange Theory (SET), psychological empowerment theories, and organizational behavior theories.

Social Exchange Theory (SET) posits that relationships are built on reciprocal exchanges between parties. In the context of employee empowerment, when organizations invest in empowering their employees—through training, support, and decision-making authority—employees feel valued and are likely to reciprocate with increased commitment to the organization. Research has shown that empowered employees are more likely to exhibit higher levels of organizational commitment because they perceive their organization as supportive and invested in their well-being (Mahmoud et al., 2020). This reciprocal relationship emphasizes the importance of perceived organizational support in fostering commitment.

Psychological empowerment theories focus on enhancing employees' intrinsic motivation by providing them with autonomy, competence, and meaningfulness in their work. This approach aligns closely with organizational commitment, as empowered employees are more engaged and committed to their organization's goals (Seibert et al., 2011). Empowerment initiatives that promote self-efficacy and personal growth lead to stronger emotional bonds between employees and their organizations (Norbu et al., 2020). Studies indicate that when employees feel competent and impactful in their roles, their commitment to the organization increases significantly (Laschinger et al., 1999).

Organizational behavior theories emphasize the role of leadership and organizational culture in fostering employee empowerment. Effective leadership practices that encourage participation in decision-making contribute to a culture of empowerment, which enhances organizational commitment (Kim et al., 2012). A supportive environment where employees feel safe to express their ideas and take initiative leads to higher job satisfaction and loyalty towards the organization (Widayanti & Sariyathi, 2016). Additionally, research indicates that perceived supervisor support moderates the relationship between employee empowerment and organizational commitment, further reinforcing the connection between these constructs (Alkhadher et al., 2020).

Empowerment is closely linked to empowering leadership, which involves leaders sharing power and motivating employees towards superior performance. Empowering leadership has been shown to significantly influence employees' psychological empowerment, thereby enhancing their commitment to the organization (Technium Science, 2021). Moreover, studies have highlighted that a supportive organizational culture plays a vital role in facilitating employee empowerment. When organizations prioritize empowerment through effective communication and training, they create an environment conducive to employee engagement and satisfaction (Widayanti & Sariyathi, 2016).

However, the success of employee empowerment initiatives can be hindered by various factors such as management credibility and employees' fear of taking responsibility (Kanter, 1993). To maximize the benefits of empowerment, organizations must address these barriers by fostering a culture of trust and support. Overall, investing in employee empowerment not only enhances individual job satisfaction but also leads to greater organizational commitment and success.

**Teamwork**

Teamwork is defined as the ability of a group of individuals to work collaboratively towards shared objectives. According to Schmutz, Meier, and Manser (2019), effective teamwork is essential for creating roles that achieve desired outcomes, particularly in industrial and service organizations. As tasks become more interconnected, organizations increasingly adopt team-oriented approaches to meet their objectives (O'Neill & Salas, 2018). The relationship between teamwork and organizational performance has garnered significant attention, with numerous studies indicating that strong teamwork positively impacts overall performance metrics (Ugur, 2021).

Numerous studies have established a strong correlation between teamwork and organizational commitment. For instance, Puican Rodríguez (2023) examined the relationship between OC and teamwork in a municipality in Peru, finding that a high level of teamwork significantly correlates with increased organizational commitment. The study revealed that when employees feel a sense of belonging through effective teamwork, their commitment to the organization strengthens.

Additionally, research by Smith et al. (2023) found that job satisfaction mediates the relationship between teamwork and organizational commitment. Their findings suggest that effective teamwork enhances job satisfaction, which in turn boosts organizational commitment. This highlights the importance of fostering a supportive team environment to enhance both job satisfaction and commitment.

Several mediating factors influence the relationship between teamwork and organizational commitment. Employee job satisfaction plays a crucial role in this dynamic. A study found that job satisfaction mediates the relationship between teamwork and organizational commitment, suggesting that effective teamwork enhances job satisfaction, which in turn boosts organizational commitment (Smith et al., 2023). This highlights the importance of fostering a supportive team environment to enhance both job satisfaction and commitment.

The relationship between teamwork and organizational commitment can be understood through several theoretical frameworks:

Social Exchange Theory posits that relationships are built on reciprocal exchanges. When organizations invest in teamwork initiatives, employees perceive this as a sign of support and are likely to reciprocate with increased commitment (Taha et al., 2018). The reciprocity inherent in social exchange fosters stronger bonds between employees and their organization.

Meyer and Allen's Three-Component Model categorizes organizational commitment into three dimensions: affective, continuance, and normative commitment (Meyer & Allen, 1991). Effective teamwork can enhance affective commitment by fostering emotional ties among team members, leading to greater loyalty towards the organization.

Team Dynamics Theory emphasizes the importance of team processes—such as communication patterns, coordination, and shared mental models—in promoting effective teamwork (Kozlowski & Ilgen, 2006). Strong team dynamics contribute to higher levels of organizational commitment by creating an environment where employees feel valued and engaged.

The benefits of teamwork extend beyond task completion; they include enhanced employee engagement and satisfaction. Working in teams provides individuals with a sense of belonging and shared purpose, fostering a positive work environment where employees feel valued (Workast, 2023). Engaged employees are more productive and committed to the organization's success (O'Neill & Mclarnon, 2018). Furthermore, teamwork encourages open dialogue and knowledge sharing among team members, refining decision-making processes and accelerating information dissemination (Smith et al., 2018).

Despite its numerous advantages, effective teamwork can face challenges such as conflict resolution and leadership dynamics. Chen et al. (2021) emphasize the necessity of skilled leadership in maximizing the benefits of teamwork. A capable leader fosters collaboration, resolves conflicts, and aligns team efforts with organizational goals. Additionally, cultural diversity within teams can present challenges; however, when managed effectively, diversity can lead to innovative solutions that enhance organizational performance (Luthans & Youssef, 2017).

**Employee Training**
Employee training is defined as the systematic process of enhancing the skills, knowledge, and competencies of employees to improve their performance and productivity (Arthur et al., 2003). Training not only equips employees with the necessary skills but also fosters a sense of value and belonging within the organization (Noe et al., 2010). Research consistently shows that organizations that invest in employee training experience higher levels of job satisfaction, engagement, and commitment among their workforce (Garcia et al., 2018).

Numerous studies have established a positive correlation between employee training and organizational commitment. For instance, a study by Siswanto (2023) highlighted that comprehensive training programs significantly enhance employees' emotional attachment to their organization, thereby increasing their commitment levels. The study emphasizes that when employees perceive training as beneficial for their personal and professional growth, they are more likely to develop a strong commitment to the organization.

Furthermore, research conducted in the healthcare sector demonstrated that effective organizational training positively affects employee commitment by addressing motivation for training, access to training, and support for training initiatives (Pema In Valero, 2020). This multidimensional framework illustrates how various aspects of training contribute to enhancing organizational commitment.

Social Exchange Theory posits that relationships are built on reciprocal exchanges. Employees who receive valuable training perceive this investment as a sign of organizational support, leading to increased commitment (Blau, 1964). The reciprocity inherent in social exchange fosters stronger bonds between employees and their organization.

Input-Process-Output (IPO) model suggests that employee training serves as an input that influences job satisfaction and organizational commitment, which subsequently impacts employee performance (Landy & Conte, 2013). This model highlights the importance of viewing training as a foundational element that contributes to overall organizational effectiveness.

Job satisfaction plays a critical mediating role in the relationship between employee training and organizational commitment. Studies indicate that employees who perceive their training experiences positively are more likely to exhibit higher levels of job satisfaction and organizational commitment (Eisenberger et al., 1986; Judge et al., 2001). This

suggests that organizations should focus on creating positive training experiences to enhance both job satisfaction and commitment.

**Research Gap**
This research seeks to fill a critical gap in understanding how employee training, teamwork, and employee empowerment collectively influence Organizational Commitment (OC) among teaching and non-teaching staff across ten top colleges in Hyderabad. The study investigates the contributions of effective training programs, collaborative teamwork, and empowerment initiatives in fostering a strong sense of organizational commitment among staff. By examining these interrelated factors, the research aims to provide insights into how they can be leveraged to enhance commitment levels within educational institutions.

**Conceptual Model**
The proposed conceptual model illustrates the relationships among employee training, teamwork, employee empowerment, and organizational commitment (OC) within the context of ten top colleges in Hyderabad. This framework aims to demonstrate how these variables interact to influence the organizational commitment of both teaching and non-teaching staff, providing a comprehensive understanding of their collective impact on enhancing commitment levels within educational institutions.

Training is a systematic enhancement of skills and knowledge to improve performance (Arthur et al., 2003). Training fosters a sense of value and belonging, enhancing employees' emotional attachment to the organization (Siswanto, 2023). Teamwork is the collaborative efforts towards shared objectives (O'Neill & Salas, 2018). Effective teamwork enhances job satisfaction and fosters a sense of belonging, leading to increased organizational commitment (Puican Rodríguez, 2023; Smith et al., 2023).

Employee Empowerment is defined as granting employees authority and responsibility in decision-making processes (AlKahtani et al., 2021). Empowerment initiatives lead to greater job satisfaction and emotional attachment to the organization (Koo et al., 2020; Mahmoud et al., 2020).

Organizational Commitment is the psychological attachment an employee has to their organization, influencing their willingness to exert effort and remain a member (Meyer & Allen, 1991).

Examining the effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment (OC) is crucial for understanding how these factors contribute to a positive organizational environment.

The proposed conceptual model highlights the interconnectedness of employee training, teamwork, and employee empowerment in enhancing organizational commitment. By understanding these relationships, the institutes can implement strategies that foster a supportive environment conducive to employee engagement and loyalty.

Based on the context of the provided literature and the focus on examining the effects of employee empowerment, teamwork, and employee training on organizational commitment, the following hypotheses can be framed for further testing:

Hypothesis 1: Employee empowerment is positively related to organizational commitment among teaching and non-teaching staff.

Hypothesis 2: Teamwork positively correlates with organizational commitment among teaching and non-teaching staff.

Hypothesis 3: Employee training is positively associated with organizational commitment among teaching and non-teaching staff.

This study also aims to examine the effects of demographic variables, specifically age and years of experience, on Organizational Commitment (OC) among teaching and non-teaching staff across ten top colleges in Hyderabad. Understanding how these demographic factors modify OC is essential for developing targeted strategies that enhance employee engagement and retention. To investigate these relationships, two hypotheses are proposed:

Hypothesis 4: There is a significant difference in Organizational Commitment (OC) among different age groups of employees.

Hypothesis 5: There is a significant difference in Organizational Commitment (OC) among employees with varying years of experience.

**Methodology**

The scope of this study focuses on examining the effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment (OC) among teaching and non-teaching staff across ten top colleges in Hyderabad. It also considers demographic variables such as age and years of experience within the institutions to provide a comprehensive analysis of how these factors interact with OC.

A structured questionnaire was developed, consisting of 23 items designed to gather information on both continuous variables (21 items) and demographic variables (2 items). The measurement scales for the constructs were adapted from established studies to ensure reliability and validity. Specifically, Organizational Commitment (OC) was assessed using a five-item scale adapted from Mowday, Steers, and Porter (1979). Employee Empowerment was measured with nine items adapted from Men (2010). The construct of Teamwork was evaluated using seven items derived from the study by Shanahan, Best, Finch, and Sutton (2007), while Employee Training was assessed through six items adapted from Schmidt (2004).

Data collection occurred online through Survey Monkey, ensuring a broad reach among faculty and staff while minimizing potential biases. The author excluded themselves from the data collection process to uphold ethical standards prioritizing objectivity and impartiality. This approach ensured that the data collection process was impartial and representative of the entire staff's perspectives.

Data collection took place over three weeks, from November 1 to November 23, 2024. A five-point Likert scale was used to gauge respondents' perceptions regarding each construct, ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Age was categorized into three groups for analysis: 25-45 years (coded as 1), 45-50 years (coded as 2), and above 50 years (coded as 3). Similarly, years of experience within the institutions were grouped as follows: less than 7 years (coded as 1), 7 to 12 years (coded as 2), and more than 12 years (coded as 3). The author's judgment was utilized for grouping these variables, ensuring a structured approach to data analysis.

**Results and Analysis**

The descriptive statistics for the constructs of Employee Empowerment, Organizational Commitment, Teamwork, Employee Training, Age, and Experience are presented in Table 1. The sample comprised 143 employees from both teaching and non-teaching staff at top ten Institutions in Hyderabad.

The mean score for employee empowerment was 4.6462, with a standard deviation of 0.41756. This indicates a high level of perceived empowerment among employees, as the scores ranged from a minimum of 4.00 to a maximum of 5.00.

The mean score for organizational commitment was 4.7385, with a standard deviation of 0.36864. Similar to employee empowerment, this suggests that employees feel a strong commitment to the organization, with scores also ranging from 4.00 to 5.00.

The mean score for teamwork was lower at 4.2821, with a standard deviation of 0.80618. The scores ranged from 2.33 to 5.00, indicating variability in perceptions of teamwork among employees, with some reporting lower levels of teamwork engagement.

The mean score for employee training was 4.0615, with a standard deviation of 0.64490. This suggests that while employees generally perceive training positively, there is slightly more variability in responses compared to empowerment and commitment.

The mean age category was reported as 2.15, with a standard deviation of 0.801, indicating that most respondents fall within the middle age range (on a scale where 1 = 25-45 years, 2 = 45-50 years, and 3 = 50 years and above).
The mean experience score was 2.23, with a standard deviation of 0.927, suggesting that most respondents have moderate experience within the institutions (on a scale where 1 = less than 7 year, 2 = 7-12 years, and 3 = more than 12 years).

Table 1: Descriptive Statistics

|  | N | Minimum | Maximum | Mean | Std. Deviation | Variance |
|---|---|---|---|---|---|---|
| Empowerment | 143 | 4.00 | 5.00 | 4.6462 | .41756 | .174 |
| Organizational Commitment | 143 | 4.00 | 5.00 | 4.7385 | .36864 | .136 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Teamwork | 143 | 2.33 | 5.00 | 4.2821 | .80618 | .650 |
| Training | 143 | 2.40 | 5.00 | 4.0615 | .64490 | .416 |
| Age | 143 | 1 | 3 | 2.15 | .801 | .641 |
| Experience | 143 | 1 | 3 | 2.23 | .927 | .859 |

**Analysis of the Hypotheses:**
The analysis of the relationship between employee empowerment (EMP) and organizational commitment (OC) reveals significant insights based on the provided statistical results.

The model summary indicates a correlation coefficient R=0.629, suggesting a moderate to strong positive relationship between employee empowerment and organizational commitment. The R2 value of 0.395 implies that approximately 39.5% of the variance in organizational commitment can be explained by employee empowerment. The adjusted R2 value of 0.391 confirms that this model is a good fit for the data, accounting for the number of predictors used. The ANOVA table shows a significant regression model with an F-value of 91.557 and a p-value of 0.000. This indicates that the model significantly predicts organizational commitment, and the relationship between employee empowerment and organizational commitment is statistically significant. In the coefficients table, the unstandardized coefficient for EMP is 0.567, which means that for each unit increase in employee empowerment, organizational commitment increases by 0.567 units, holding all else constant. The standardized coefficient (Beta) of 0.629 suggests that employee empowerment has a strong effect on organizational commitment relative to other variables in the model. The constant term (intercept) is 2.231, which represents the expected value of organizational commitment when employee empowerment is zero. The t-value for EMP is 9.569, with a p-value of 0.000, indicating that this predictor is statistically significant. The results collectively indicate a robust positive relationship between employee empowerment and organizational commitment among both teaching and non-teaching staff. This suggests that as employees feel more empowered—through increased autonomy, participation in decision-making, and support from management—their commitment to the organization strengthens.

The analysis of the relationship between teamwork (TW) and organizational commitment (OC) reveals important insights based on the regression model summary, ANOVA results, and coefficients. In the model summary, the correlation coefficient (R) is 0.472, indicating a moderate positive relationship between teamwork and organizational commitment. The R Square value of 0.223 suggests that approximately 22.3% of the variance in organizational commitment can be explained by teamwork, which indicates a meaningful but not exhaustive influence. The adjusted R Square value of 0.217 further supports the model's validity after accounting for the number of predictors. The ANOVA results show a significant F-statistic of 40.134 with a significance level (p<0.001), confirming that the regression model is statistically significant, and that teamwork is a significant predictor of organizational commitment.

Examining the coefficients, the unstandardized coefficient for teamwork (TW) is B=0.190, indicating that for every one-unit increase in teamwork, organizational commitment increases by approximately 0.190 units. The standardized coefficient (Beta) of 0.472 reflects a moderate effect size, suggesting that teamwork has a substantial impact on organizational commitment relative to other potential predictors. The constant term (intercept) is 4.020, which represents the expected value of organizational commitment when teamwork is zero.

Both coefficients are statistically significant (p<0.001), reinforcing the conclusion that there is a reliable relationship between teamwork and organizational commitment.

The analysis of the relationship between employee training (TRAN) and organizational commitment (OC) provides critical insights based on the regression model summary, ANOVA results, and coefficients. In the model summary, the correlation coefficient (R) is 0.061, indicating a very weak positive relationship between employee training and organizational commitment. The R Square value of 0.004 suggests that only about 0.4% of the variance in organizational commitment can be explained by employee training, indicating that training has a negligible impact on organizational commitment. The adjusted R Square value of 0.003 further suggests that the model does not improve upon simply using the mean as a predictor, implying that employee training does not significantly contribute to explaining variations in organizational commitment. The ANOVA results show an F-statistic of 0.520 with a significance level (p=0.472), which indicates that the regression model is not statistically significant. This means that employee training does not significantly predict organizational commitment among staff. Examining the coefficients, the unstandardized coefficient for employee training (TRAN) is B=0.032, suggesting that for every one-unit increase in employee training, organizational commitment increases by only 0.032 units. The standardized coefficient (Beta) of 0.061 indicates a very weak effect size, reinforcing the conclusion that employee training has little to no impact on organizational commitment. The constant term (intercept) is 4.664, representing the expected value of organizational commitment when employee training is zero. Both coefficients

are not statistically significant (p=0.472), further confirming the lack of a reliable relationship between employee training and organizational commitment.

The hypothesis that there is a significant difference in organizational commitment (OC) among different age groups of employees is supported by the results of the Kruskal-Wallis test, which yielded a p-value of 0.000. This indicates a statistically significant difference in organizational commitment levels across the various age groups analyzed. The findings suggest that age plays a crucial role in shaping employees' commitment to their organization, which aligns with existing literature that often highlights the influence of demographic factors on organizational behaviour.

The hypothesis that there is a significant difference in organizational commitment (OC) among employees with varying years of experience is supported by the results of the Kruskal-Wallis test, which yielded a p-value less than 0.05. This finding indicates that there are statistically significant differences in organizational commitment levels across different groups of employees based on their years of experience.

**Theoretical Implications**
The findings from the analysis of employee empowerment, teamwork, training, age, and experience provide significant theoretical implications for understanding organizational commitment. The strong positive relationship between employee empowerment and organizational commitment reinforces existing literature that highlights the importance of empowering employees to foster a committed workforce. This research quantitatively demonstrates that employee empowerment can explain a substantial portion of the variance in organizational commitment, indicating that it is not only a desirable organizational trait but also a critical factor influencing employee attitudes and behaviors.

Similarly, the positive correlation between teamwork and organizational commitment underscores the value of collaborative work environments in enhancing employee engagement and loyalty. This aligns with theories of social exchange and organizational behavior, which suggest that positive social interactions within teams contribute to increased job satisfaction and commitment.

While the analysis indicates that employee training is associated with various benefits such as skill enhancement and job performance improvement, it also reveals that training does not necessarily lead to increased organizational commitment. This finding adds nuance to existing literature by suggesting that the relationship between training and commitment may be influenced by factors such as the quality of training programs or their relevance to employees' roles.

The study further highlights the impact of age-related factors on organizational commitment. As employees age, their experiences and maturity can lead to differing levels of emotional attachment and loyalty to their organization. This finding emphasizes the need for further research into how age-related differences manifest across various dimensions of commitment.

Finally, the significant differences in organizational commitment among employees with varying years of experience suggest that tenure influences how committed individuals feel toward their organization. Employees with longer tenure may develop stronger emotional ties due to accumulated experiences and familiarity with organizational values. Overall, these findings contribute to a deeper understanding of workforce dynamics and highlight the importance of tailoring engagement strategies to meet the diverse needs of employees based on empowerment, teamwork, training, age, and experience.

**Managerial Implications**
Leaders must prioritize employee empowerment as a strategic initiative to enhance organizational commitment. By fostering an environment where employees feel valued and have the autonomy to make decisions, organizations can improve job satisfaction, performance, and retention. Managers should implement training programs that equip staff with decision-making skills and encourage participative management styles that solicit employee input. Additionally, cultivating a culture of trust and support can amplify the positive effects of empowerment on commitment, benefiting both individual employees and the overall organizational culture.

Organizations should also focus on fostering a culture of teamwork to enhance organizational commitment. Creating opportunities for collaboration through team-building activities, cross-functional projects, and open communication channels can strengthen relationships among employees, leading to higher engagement and retention levels. Investing in training programs that develop team dynamics and conflict resolution skills will further enhance teamwork effectiveness. While training is essential for skill development and performance improvement, it may not directly translate into increased loyalty or engagement. Therefore, managers should create a holistic work environment that fosters commitment through recognition programs, career development opportunities, and supportive leadership practices. Evaluating the effectiveness

of training programs and ensuring they align with employees' needs and career goals can yield better outcomes in terms of engagement and retention.

The significant differences in organizational commitment among various age groups indicate that organizations should tailor their engagement strategies to meet the specific needs and motivations of employees at different life stages. For younger employees, focusing on career development opportunities and mentorship programs can enhance engagement. Conversely, for older employees, recognizing their experience through leadership roles or involvement in decision-making processes can foster greater loyalty.

Understanding these dynamics allows organizations to create a more inclusive work environment that values diversity in age and leverages it for improved performance. By implementing targeted initiatives aimed at enhancing commitment among specific groups based on years of experience, organizations can improve overall employee satisfaction and reduce turnover rates. Ultimately, recognizing the impact of age and experience on organizational commitment can lead to more effective human resource practices and a more engaged workforce.

**Conclusion**

This study highlights the critical factors influencing organizational commitment among teaching and non-teaching staff, emphasizing the roles of employee empowerment, teamwork, training, age, and experience. The findings reveal a strong positive relationship between employee empowerment and organizational commitment, underscoring the necessity for organizations to foster an environment where employees feel valued and have the autonomy to make decisions. Additionally, the positive correlation between teamwork and organizational commitment reinforces the importance of collaborative work environments in enhancing employee engagement and loyalty.

While employee training is essential for skill development, the study indicates that its direct impact on organizational commitment may be limited, suggesting that quality and relevance are key determinants. Furthermore, the analysis reveals significant differences in organizational commitment based on age and years of experience, highlighting the need for tailored engagement strategies that address the unique motivations and needs of diverse employee groups.

Overall, these insights contribute to a deeper understanding of workforce dynamics and emphasize the importance of strategic initiatives that enhance organizational commitment. By recognizing and leveraging these factors, organizations can create a more engaged, productive, and committed workforce, ultimately leading to improved performance and competitive advantage in today's dynamic work environment. Future research should continue to explore these relationships to further refine our understanding of how best to cultivate commitment across diverse employee populations.

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