

Analyzing the influence of psychological empowerment and conflict resolution on work commitment

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Abstract

Prioritizing employee work commitment is a crucial objective for an organization. In the contemporary corporate landscape, employees may encounter conflict stemming from divergent requirements, opinions, values, and objectives among organizational members. In the context of work commitment inside corporate entities, people who derive satisfaction from their careers can positively impact organizational success and enhance overall performance. This study investigates the influence of psychological empowerment and conflict resolution on employee work commitment inside a business company. A cross-sectional survey was executed by disseminating questionnaires to 160 participants. The gathered feedback was subsequently loaded into SPSS software for descriptive statistical analysis. Additionally, regression analysis and a one-way ANOVA test were employed to assess the inferential statistics for testing the proposed hypotheses. The findings suggested that psychological empowerment and conflict resolution could influence the employee work commitment in corporate companies.

Keywords

Psychological Empowerment, Conflict Resolution, Work Commitment, Regression analysis, Corporate Organization

INTRODUCTION

Psychological empowerment is a notion derived from industrial-organizational psychology. Empowerment is defined as the chance an individual has for autonomy, choice, accountability, and participation in decision making in organizations (Lightfoot, 1986). Psychological empowerment refers to a “intrinsic task motivation reflecting a sense of self-control in relation to one’s work and an active engagement with one’s work role” (Scott et al., 2011). Many studies on industrial organizations have demonstrated that psychological empowerment can successfully inspire individuals’ enthusiasm for work and support the development of job performance. Psychological capital influences job satisfaction and organizational commitment (Omar et al., 2016). Whereas engagement seems to be contagious and may spread across members of work teams, leaders have a specific role in developing work engagement among their followers (Arnold et al., 2011). Authentic leadership has been described as the root element of effective leadership needed to promote healthier work environments because there is specific attention to the building of empowering leader–follower connections (Carol and Heather, 2013).

Psychological empowerment is the perception that drives a employee to use a active approach to control and influence work (Spreitzer, 1995; Stander and Rothmann 2010). It associates with employees' views that influence working attitudes and actions. It links with staff motivation and dedication to accomplish their

tasks successfully. These attitudes determined by the comfort environment cultivated by the organization (Spreitzer, 1995; Wang & Lee 2009). The basic principle of psychological empowerment is to focus on how individuals' experiences and to comprehend their job scopes (Spreitzer, 2008). Employees having high degrees of psychological empowerment boosts employees' confidence in to work (Wang, 2012). They believe behavior is the key for a success to the organization. These individuals are hopeful in communicating fresh and innovative ideas in the face of problems in the organization. The psychological empowerment characteristic in employees also enables employees to have professional judgment in managing unanticipated difficulties (Lee & Nie, 2014).

For people to advance at work and other element of life, there must be cooperation which is vital to ensure task attainment and stability in life. However, it would be erroneous to derive the conclusion that collaboration is desirable while conflict is bad, this is because both notions are prevalent and co-exist in our social existence. Conflict is unavoidable given the wide range of aims for the many stakeholders in the business and its absence suggests management promotes conformity and stifles innovation. Rahim et al. (2001) believed that conflict may be interpersonal or inter group with Interpersonal conflicts occurring between a supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Inter group conflicts often develop between two trade unions, between two departments or between management and workers while seeking to implement the policies and program of the organization. Conflicts need to be managed and resolved properly. It is not only vital to resolve the conflict, but also is equally crucial to ensure that the parties involved in conflict do not unnecessarily wind up being in any form of emotional stress during the resolution process of the conflict. Resolving disagreement and sustaining the emotional welfare of persons involved will be crucial to successful conflict management. There are diverse viewpoints about conflicts. The traditional view says all conflicts are bad and must be totally avoided or discouraged (Robbins 2005), the human relations view sees conflict as a something that comes naturally and cannot be avoided in any group, this means that conflict is something that's always in any organization, and it cannot be done without. The third view of conflict is that of the interactionist which explains that disputes are important for group to perform well. This argues that disagreements can be productive and desirable and different ways of thinking should be encouraged to get multiple ideas and answers to problems in hand (Townsend, 1987). Another school of thought is the integrationist, whose position underlines that conflicts should not just be considered as positive or bad but as something that is truly required for a group to function effectively (De-Reuver & Van-Woerkom, 2010). This view of conflict agrees with the interactionist view of conflict. Thus, conflict management should be treated with the premise that disputes can be good for the team. So for effective conflict management, there is a need for creating a right atmosphere which empowers people to think originally and encourages them to put forth their suggestions and opinions without fear because when properly managed, conflict provides an opportunity for growth, ultimately strengthening the bond between people, organizations and the society at large.

Nevertheless, quick shift of modernization has led the needs of the workforce with the adaptability skills in the labor market demands (Othman et al., 2018; Othman et al., 2019). It may be argued that the entire performance of an employee in a organization is affected by both psychological empowerment and conflict management. Psychological empowerment and conflict management are key concepts to consider while

coping with changes at work and enhancing performance (May et al., 2004; Rich et al., 2010; Sandhya & Sulphrey, 2021).

Problem Statement

In reaction to constantly expanding global competition, companies are continuously under pressure to undergo radical transformations. Psychological empowerment and conflict resolution are seen as key issue in the company in which the study was done, because they are in a market that needs great flexibility and outstanding decision-making skills. People need to take responsibility for their duties, and sometimes, even for those of other people, to make sure that they can deliver the product first. Therefore, it is essential important to have an empowered staff, who has the ability to serve market needs in a very effective manner.

Research Aim and Objective

To study the relationship between psychological empowerment, conflict resolution, and work commitment in corporate organization.

- To explore how psychological empowerment influences work commitment in corporate organization.
- To explore how conflict resolution influences work commitment in corporate organization.

Research Gap

Previous research has explored the links among psychological empowerment, job satisfaction, and employee performance in diverse service sectors, such as hotels, food service, banking, and airlines (Onyemeh, 2017; Yavas et al., 2013). However, there is a dearth of empirical evidence on the association with conflict resolution, especially with respect to work dedication in corporate organization. Therefore, this study intends to fill the gap by studying the influence of psychological empowerment and dispute resolution on work commitment in corporate organization.

Theoretical Framework

This study serves as introduction to clarify the influence of psychological empowerment and conflict resolution on work commitment and to develop a conceptual framework to explain the relationship between the variables of the study. The study's suggested conceptual framework is displayed in Figure 1.

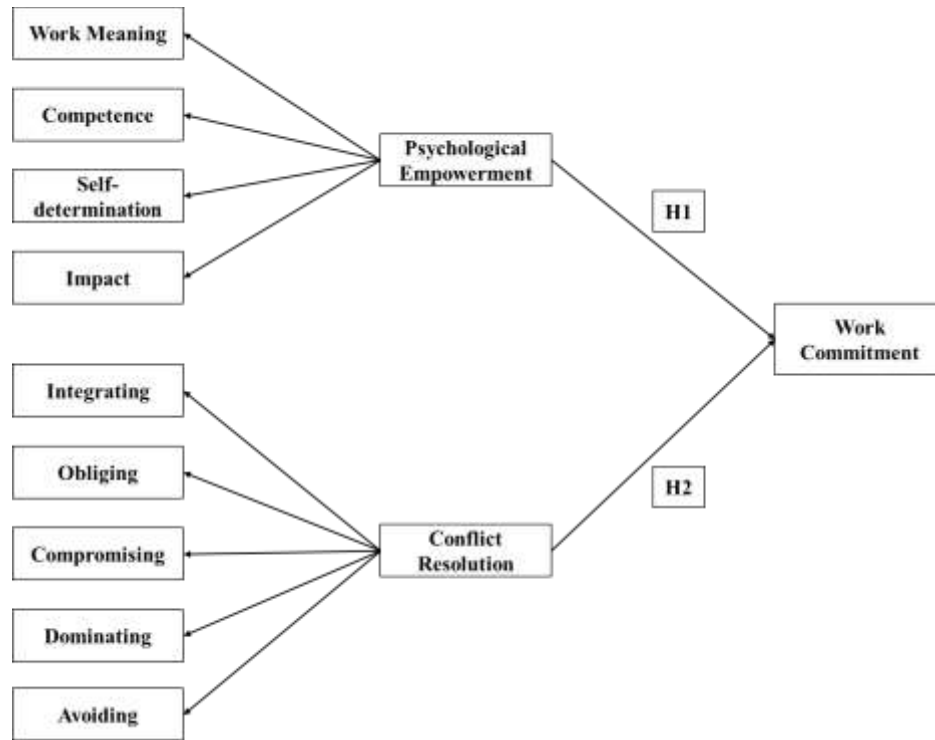


Figure 1 Theoretical Framework

Hypothesis Development

H1: There is significant relationship between psychological empowerment and work commitment.

The psychological aspect of empowerment is known as psychological empowerment. Conger and Kanungo (1988) and Thomas and Velthouse (1990) look at psychological empowerment as an internal task motivation which reflects of the person–environment fit. Psychological empowerment is a position of employees that is defined by heightened levels of activation and intrinsic motivation when they accomplish their responsibilities (Conger & Kanungo, 1988; Thomas & Velthouse, 1990). Moreover, it has been defined as awareness and as a commitment-based design (Spreitzer, 1995). Moreover, Conger and Kanungo (1988) define empowerment as a process of strengthening perceptions of self-efficacy through recognition of factors that encourages powerlessness through official and informal organizational strategies and practices. It becomes significant at individual, team, and organization levels (Stander & Rothmann, 2010). As stated by (Kahn, 1990), engagement relates to how people of an organization seek to harness themselves to execute their work tasks. In other words, it is about how people make effort in expressing themselves physically, cognitively, and emotionally when performing their roles. According to the definition of Schaufeli et al. (2002), engagement is a good, rewarding and work-related state of mind which is distinguished by its absorption, vitality and dedication. More specifically, it is an active, affective-motivational, independent and pervasive psychological state, which is an essential indicator of many employee behavior and performance-related outcomes (Macey & Schneider, 2008). Harter et al. (2002), employee engagement refers to the satisfaction, passion and involvement of a person in work.

H2: There is significant relationship between conflict resolution and work commitment.

Conflict management is a method that seeks to lessen the negative sides of the conflict while boosting the positive sides of the conflict situation (Somaya & Dellington, 2014). Moreover, conflict management is the process that strives to convert the conflict consequences and negative energy to positive outcomes individually and collectively which in turn become better for the organization (Okoli et al., 2017). It is a connection procedure to replace a poor or emotional situation in a specific conflict with a emotional case that permits finding a unbiased solution for the interested parties successfully and effectively (Abu Taher et al., 2008). Managing conflict requires numerous methods such as avoiding, appeasing, competing, collaborating, and compromising (Thomas & Kilmann, 1974). Avoiding occurs when the employee discovers a dispute and selects to remove from the conflict situation (Pellington, 2014). Accommodating occurs when the employee needs to preserve a relationship, therefore he is putting other employees' interests over his own interests (Aylward, 2013). Competing happens when the employee needs to employ the resources and programs of the organization to satisfy his demands without worrying about the interests of the other persons in the organization. Collaborating comprises the settings in which the involved employees of the conflict situation are wanting to fully answer the worries of a big number of individuals engaged (Aylward, 2013; Pellington, 2014). In the partnership, the persons try to take care of the case by emphasizing on contrasts instead of imposing various opinions. The compromising plan involves the roles where every employee will capitulate something (Aylward, 2013). In this instance, there is no winner or loser. Conflict parties admit to the arrangement where the interests of all parties are met (Aylward, 2013; Kassim et al. 2018; Pellington, 2014). These tactics can influence several employee attributes such as work dedication. For instance, Briggs (2022) discovered that compromise, accommodating, evading, and dominating tactics of conflict management have a substantial association with employee satisfaction leading to work commitment.

Methodology

This study's research plan includes a survey method, which allows the researcher to employ a large demographic. The data is primary in nature, and it is analysed descriptively. The study focuses on the influence of psychological empowerment and conflict resolution on work commitment in corporate organizations. The surveys would include closed-ended questions as well as the intended demographic profile of the respondents. The goal of a logical framework is to identify the numerous causes and offer explanations for the conditions that influence work commitment in private sector companies.

Study Population

The study required that participants be between the ages of 25 to 55 years. Participants must have spent a minimum of two year working full-time for the private sector companies. A total number of 160 respondents were selected and the data was collected in the form of responses.

Sampling

Data on the number of respondents required a well-described examination technique for the purpose of being representative of the broader population and provide useful information. Employees working in the private sector companies as full-timers are the questionnaire's objective respondents. Employees between the age group of 25 to 55 years with a working experience of minimum 2 years., are included in this study.

The formula used (Strong and Israel, 2009) for obtaining the sample size is given below;

$$n = \frac{Z^2 * \sigma^2}{e^{2x}}$$

where,

n = Sample Size

z = The value of z within the normal distribution curve

e = level of precision

σ^2 = An attribute's variance within the sample

Sample size = 160 responses were required

Data Collection

Quantitative approaches were used for the present study to identify behavior and patterns. The major goal of using quantitative methodologies were to decide what and how a specific problem should be addressed. This strategy produced ordered and numerical data, which makes it easier to create accurate and trustworthy measurements for the analysis.

Data Analysis

Data obtained were analysed using SPSS (version 26). Inferential statistics associated with the influence of psychological empowerment and conflict resolution on work commitment in corporate organizations were analysed by regression analysis and one-way ANOVA. All inferential statistics were achieved at the 95 percent confidence level.

Results and Analysis

The primary data in the present study was collected from the employees of corporate organization by involving them in an interview with a structured questionnaire model. A survey-based investigation was carried out to evaluate the influence of psychological empowerment and conflict resolution on work commitment.

Descriptive Statistics

Table. Frequency of Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 - 35 years	57	35.6	35.6	35.6
	36 - 45 years	46	28.7	28.7	64.4
	46 - 55 years	57	35.6	35.6	100.0
	Total	160	100.0	100.0	

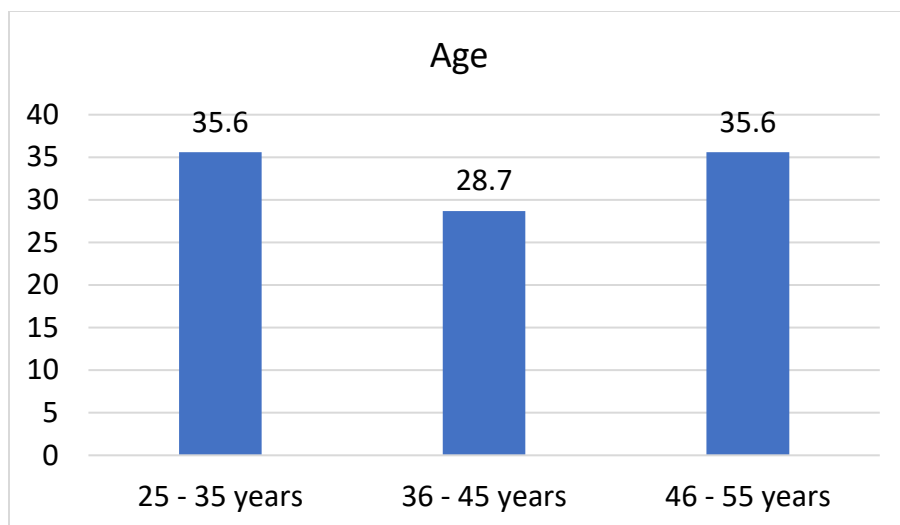


Figure. Frequency of Age

From the above table and figure, it shows that the majority of the respondents were obtained in the age group of 25 - 35 years and 46 - 55 years (35.6% and 35.6% respectively), followed by the respondents obtained from the age group of 36 - 45 years (28.7%).

Table. Frequency of Gender

		Gender			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Male	122	76.3	76.3	76.3
	Female	38	23.8	23.8	100.0
	Total	160	100.0	100.0	

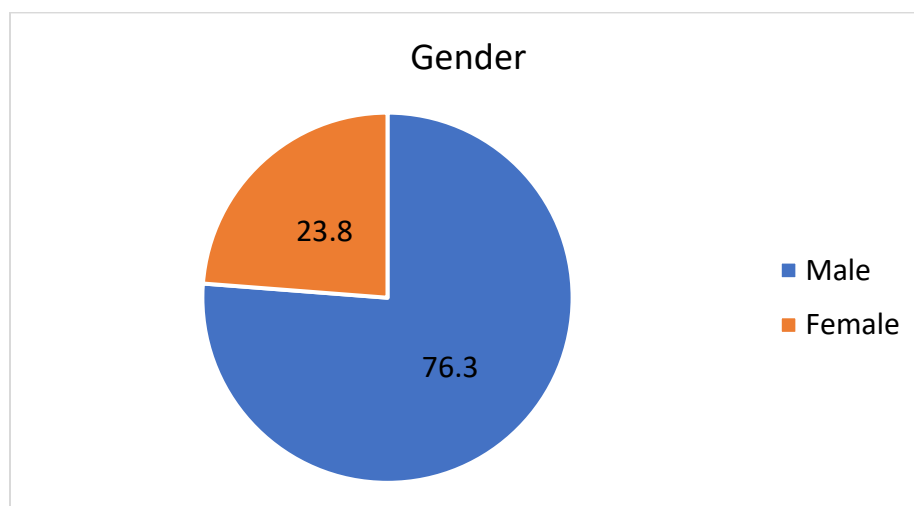


Figure. Frequency of Gender

From the above table and figure, it shows that the majority of the respondents were obtained amongst the male gender, which showed a percentage of 76.3%, followed by the percentage of respondents obtained amongst the female gender (23.8%).

Table. Frequency of Educational Background

		Education Qualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	36	22.5	22.5	22.5
	Bachelor's degree	44	27.5	27.5	50.0
	Master's degree	41	25.6	25.6	75.6
	Others	39	24.4	24.4	100.0
	Total	160	100.0	100.0	

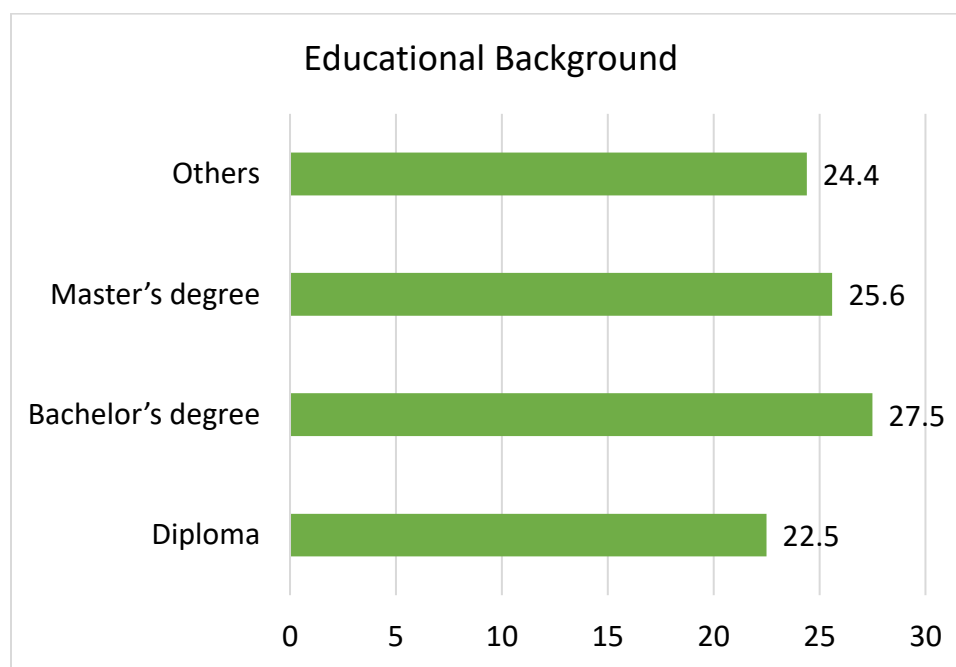
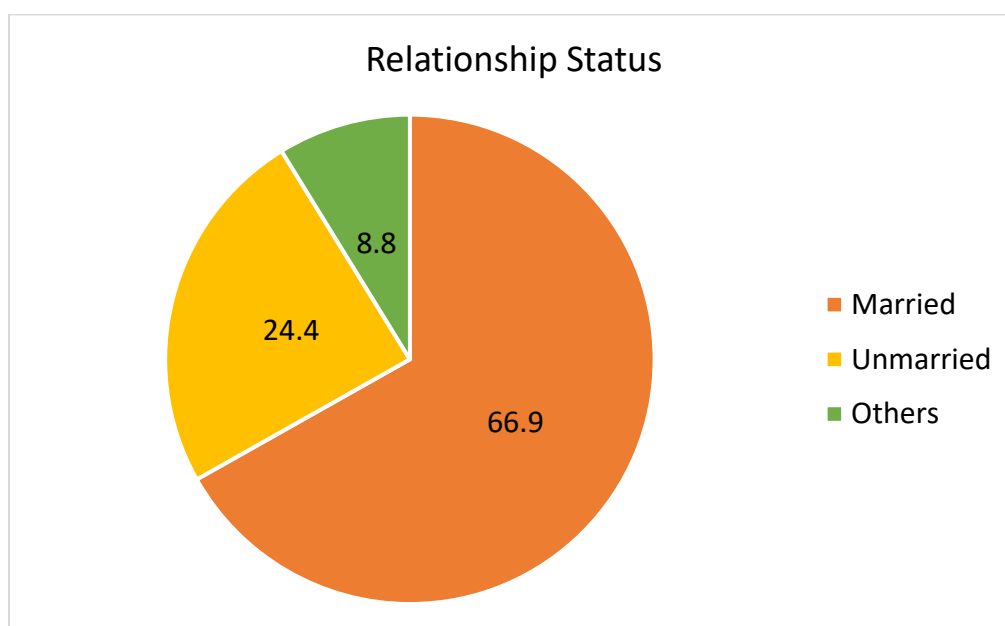


Figure. Frequency of Educational Background

From the above table and figure, it shows that the majority of the respondents were obtained from the educational background of bachelor's degree (27.5%). The second highest respondents are obtained among the educational background of master's degree (25.6%), followed by the respondents obtained from other educational backgrounds (24.4%), and the least percentage of respondents were obtained from the educational background of diploma (22.5%).

Table. Frequency of Relationship Status

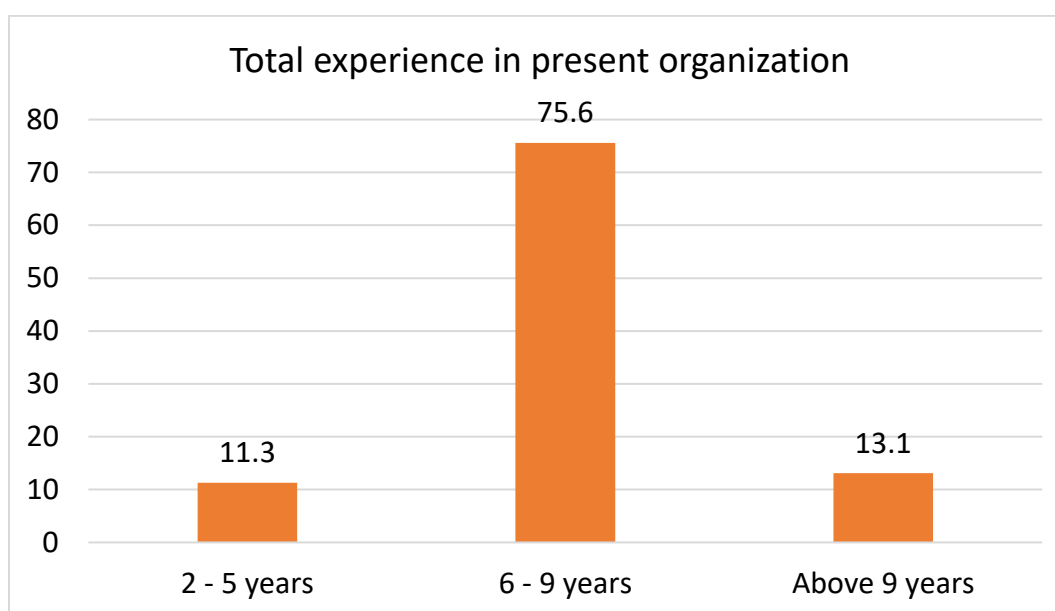
		Relationship Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	107	66.9	66.9	66.9
	Unmarried	39	24.4	24.4	91.3
	Others	14	8.8	8.8	100.0
	Total	160	100.0	100.0	

**Figure. Frequency of Relationship Status**

From the above table and figure, it shows that the majority of the respondents were obtained amongst the married individuals, which showed a percentage of 66.9%, followed by the percentage of respondents obtained amongst the unmarried individuals (24.4%), and the least percentage of respondents were obtained from other marital status (8.8%).

Table. Frequency of total experience in present organization**Total experience in present organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 - 5 years	18	11.3	11.3	11.3
	6 - 9 years	121	75.6	75.6	86.9
	Above 9 years	21	13.1	13.1	100.0
	Total	160	100.0	100.0	

**Figure. Frequency of total experience in present organization**

From the above table and figure, it shows that the majority of the respondents were obtained from the total working experience of 6 – 9 years (75.6%). The second highest respondents are obtained among the total working experience of above 9 years (13.1%), and the least percentage of respondents were obtained from the total working experience of 2 – 5 years (11.3%).

Inferential Statistics

Objective: To study the relationship between psychological empowerment, conflict resolution, and work commitment

H01: There is no significant relationship between psychological empowerment and work commitment.

HA1: There is significant relationship between psychological empowerment and work commitment.

Table. Model Summary of Regression analysis of work meaning on work commitment**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 ^a	.659	.641	.502

a. Predictors: (Constant), WM3, WM2, WM1

The results of regression analysis showed the r-square value of 0.659 which is the relevance of the model (65.9%). R-Square is the proportion of variance in the dependent variable (Work Commitment (WC)) which can be predicted from the independent variable (Work Meaning (WM)). Here the value indicates that 65.9% of the variance in work commitment can be predicted from the work meaning variables.

Table. ANOVA of Regression analysis of work meaning on work commitment**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.220	3	4.740	3.279	.023 ^b
	Residual	225.474	156	1.445		
	Total	239.694	159			

a. Dependent Variable: WC

b. Predictors: (Constant), WM3, WM2, WM1

The above table shows the F-ratio in the ANOVA of work meaning on work commitment. The F-ratio in the ANOVA shows whether the overall regression model is a good fit for the data. The results show that the independent variables both statistically and significantly predict the dependent variable, $F = 3.279$, $p = 0.023$ (i.e., the regression model is a good fit of the data). Thus denoting the strong influence of work meaning on work commitment.

Table. Model Summary of Regression analysis of competence on work commitment**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	.657	.639	.533

a. Predictors: (Constant), CP3, CP1, CP2

The results of regression analysis showed the r-square value of 0.657 which is the relevance of the model (65.7%). R-Square is the proportion of variance in the dependent variable (Work Commitment (WC)) which can be predicted from the independent variable (Competence (CP)). Here the value indicates that 65.7% of the variance in work commitment can be predicted from the competence variables.

Table. ANOVA of Regression analysis of competence on work commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.195	3	4.065	3.168	.026 ^b
	Residual	200.180	156	1.283		
	Total	212.375	159			

a. Dependent Variable: WC

b. Predictors: (Constant), CP3, CP1, CP2

The above table shows the F-ratio in the ANOVA of competence on work commitment. The F-ratio in the ANOVA shows whether the overall regression model is a good fit for the data. The results show that the independent variables both statistically and significantly predict the dependent variable, $F = 3.168$, $p = 0.026$ (i.e., the regression model is a good fit of the data). Thus denoting the strong influence of competence on work commitment.

Table. Model Summary of Regression analysis of self-determination on work commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 ^a	.763	.745	.474

a. Predictors: (Constant), SD3, SD2, SD1

The results of regression analysis showed the r-square value of 0.763 which is the relevance of the model (76.3%). R-Square is the proportion of variance in the dependent variable (Work Commitment (WC)) which can be predicted from the independent variable (Self-determination (SD)). Here the value indicates that 76.3% of the variance in work commitment can be predicted from the self-determination variables.

Table. ANOVA of Regression analysis of self-determination on work commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.115	3	5.705	3.513	.017 ^b

Residual	253.329	156	1.624		
Total	270.444	159			

a. Dependent Variable: WC

b. Predictors: (Constant), SD3, SD2, SD1

The above table shows the F-ratio in the ANOVA of self-determination on work commitment. The F-ratio in the ANOVA shows whether the overall regression model is a good fit for the data. The results show that the independent variables both statistically and significantly predict the dependent variable, $F = 3.513$, $p = 0.017$ (i.e., the regression model is a good fit of the data). Thus denoting the strong influence of self-determination on work commitment.

Table. Model Summary of Regression analysis of impact on work commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.768	.750	.497

a. Predictors: (Constant), IP3, IP1, IP2

The results of regression analysis showed the r-square value of 0.768 which is the relevance of the model (76.8%). R-Square is the proportion of variance in the dependent variable (Work Commitment (WC)) which can be predicted from the independent variable (Impact (IP)). Here the value indicates that 76.8% of the variance in work commitment can be predicted from the impact variables.

Table. ANOVA of Regression analysis of impact on work commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.230	3	5.410	3.777	.012 ^b
	Residual	223.463	156	1.432		
	Total	239.694	159			

a. Dependent Variable: WC

b. Predictors: (Constant), IP3, IP1, IP2

The above table shows the F-ratio in the ANOVA of impact on work commitment. The F-ratio in the ANOVA shows whether the overall regression model is a good fit for the data. The results show that the independent variables both statistically and significantly predict the dependent variable, $F = 3.777$, $p = 0.012$ (i.e., the

regression model is a good fit of the data). Thus denoting the strong influence of impact on work commitment.

Table. Impact of psychological empowerment on work commitment

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
WM1	Between Groups	17.595	4	4.399	3.954	.004
	Within Groups	661.898	155	1.112		
	Total	679.493	159			
WM2	Between Groups	32.919	4	8.230	6.754	.000
	Within Groups	725.039	155	1.219		
	Total	757.958	159			
WM3	Between Groups	24.190	4	6.047	5.384	.000
	Within Groups	668.310	155	1.123		
	Total	692.500	159			
CP1	Between Groups	14.322	4	3.580	3.327	.010
	Within Groups	640.396	155	1.076		
	Total	654.718	159			
CP2	Between Groups	20.199	4	5.050	3.449	.008
	Within Groups	871.135	155	1.464		
	Total	891.333	159			
CP3	Between Groups	28.169	4	7.042	5.754	.000
	Within Groups	728.224	155	1.224		
	Total	756.393	159			
SD1	Between Groups	18.078	4	4.520	3.971	.003
	Within Groups	677.255	155	1.138		
	Total	695.333	159			
SD2	Between Groups	21.409	4	5.352	5.100	.000
	Within Groups	624.424	155	1.049		
	Total	645.833	159			
SD3	Between Groups	22.675	4	5.669	4.097	.003
	Within Groups	823.218	155	1.384		
	Total	845.893	159			
IP1	Between Groups	24.606	4	6.152	5.363	.000
	Within Groups	682.434	155	1.147		
	Total	707.040	159			
IP2	Between Groups	22.331	4	5.583	4.148	.003
	Within Groups	800.763	155	1.346		
	Total	823.093	159			
IP3	Between Groups	15.741	4	3.935	3.419	.009
	Within Groups	684.924	155	1.151		
	Total	700.665	159			

The above table shows the one-way ANOVA of psychological empowerment on work commitment. The result indicates that all the variables showed p-values less than 0.05, which indicates that the variables are statistically significant with respect to work commitment in Corporate Organizations. Hence, the results suggest that psychological empowerment have a significant positive influence on work commitment amongst the working professionals in Corporate Organizations, which indicates the rejection of null hypothesis.

H02: There is no significant relationship between conflict resolution and work commitment.

HA2: There is significant relationship between conflict resolution and work commitment.

Table. Model Summary of Regression analysis of integrating on work commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.555	.537	.632

a. Predictors: (Constant), IG3, IG2, IG1

The results of regression analysis showed the r-square value of 0.555 which is the relevance of the model (55.5%). R-Square is the proportion of variance in the dependent variable (Work Commitment (WC)) which can be predicted from the independent variable (Integrating (IG)). Here the value indicates that 55.5% of the variance in work commitment can be predicted from the integrating variables.

Table. ANOVA of Regression analysis of integrating on work commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.990	3	4.330	3.010	.032 ^b
	Residual	224.453	156	1.439		
	Total	237.444	159			

a. Dependent Variable: WC

b. Predictors: (Constant), IG3, IG2, IG1

The above table shows the F-ratio in the ANOVA of integrating on work commitment. The F-ratio in the ANOVA shows whether the overall regression model is a good fit for the data. The results shows that the independent variables both statistically and significantly predicts the dependent variable, $F = 3.010$, $p = 0.032$ (i.e., the regression model is a good fit of the data). Thus denoting the strong influence of integrating on work commitment.

Table. Model Summary of Regression analysis of obliging on work commitment**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863 ^a	.769	.751	.496

a. Predictors: (Constant), OG3, OG1, OG2

The results of regression analysis showed the r-square value of 0.769 which is the relevance of the model (76.9%). R-Square is the proportion of variance in the dependent variable (Work Commitment (WC)) which can be predicted from the independent variable (Obliging (OG)). Here the value indicates that 76.9% of the variance in work commitment can be predicted from the obliging variables.

Table. ANOVA of Regression analysis of obliging on work commitment**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.630	3	5.543	3.877	.010 ^b
	Residual	223.064	156	1.430		
	Total	239.694	159			

a. Dependent Variable: WC

b. Predictors: (Constant), OG3, OG1, OG2

The above table shows the F-ratio in the ANOVA of obliging on work commitment. The F-ratio in the ANOVA shows whether the overall regression model is a good fit for the data. The results show that the independent variables both statistically and significantly predict the dependent variable, $F = 3.877$, $p = 0.010$ (i.e., the regression model is a good fit of the data). Thus denoting the strong influence of obliging on work commitment.

Table. Model Summary of Regression analysis of compromising on work commitment**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.656	.638	.598

a. Predictors: (Constant), CM3, CM2, CM1

The results of regression analysis showed the r-square value of 0.656 which is the relevance of the model (65.6%). R-Square is the proportion of variance in the dependent variable (Work Commitment (WC)) which can be predicted from the independent variable (Compromising (CM)). Here the value indicates that 65.6% of the variance in work commitment can be predicted from the compromising variables.

Table. ANOVA of Regression analysis of compromising on work commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.376	3	4.459	3.104	.028 ^b
	Residual	224.067	156	1.436		
	Total	237.444	159			

a. Dependent Variable: WC

b. Predictors: (Constant), CM3, CM2, CM1

The above table shows the F-ratio in the ANOVA of compromising on work commitment. The F-ratio in the ANOVA shows whether the overall regression model is a good fit for the data. The results shows that the independent variables both statistically and significantly predicts the dependent variable, $F = 3.104$, $p = 0.028$ (i.e., the regression model is a good fit of the data). Thus denoting the strong influence of compromising on work commitment.

Table. Model Summary of Regression analysis of dominating on work commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.657	.639	.579

a. Predictors: (Constant), DM3, DM2, DM1

The results of regression analysis showed the r-square value of 0.657 which is the relevance of the model (65.7%). R-Square is the proportion of variance in the dependent variable (Work Commitment (WC)) which can be predicted from the independent variable (Dominating (DM)). Here the value indicates that 65.7% of the variance in work commitment can be predicted from the dominating variables.

Table. ANOVA of Regression analysis of dominating on work commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.450	3	5.150	3.151	.027 ^b
	Residual	254.994	156	1.635		
	Total	270.444	159			

a. Dependent Variable: WC

b. Predictors: (Constant), DM3, DM2, DM1

The above table shows the F-ratio in the ANOVA of dominating on work commitment. The F-ratio in the ANOVA shows whether the overall regression model is a good fit for the data. The results shows that the independent variables both statistically and significantly predicts the dependent variable, $F = 3.151$, $p = 0.027$ (i.e., the regression model is a good fit of the data). Thus denoting the strong influence of dominating on work commitment.

Table. Model Summary of Regression analysis of avoiding on work commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850 ^a	.763	.745	.475

a. Predictors: (Constant), AD3, AD2, AD1

The results of regression analysis showed the r-square value of 0.763 which is the relevance of the model (76.3%). R-Square is the proportion of variance in the dependent variable (Work Commitment (WC)) which can be predicted from the independent variable (Avoiding (AD)). Here the value indicates that 76.3% of the variance in work commitment can be predicted from the avoiding variables.

Table. ANOVA of Regression analysis of avoiding on work commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.913	3	5.638	3.469	.018 ^b
	Residual	253.531	156	1.625		
	Total	270.444	159			

a. Dependent Variable: WC

b. Predictors: (Constant), AD3, AD2, AD1

The above table shows the F-ratio in the ANOVA of avoiding on work commitment. The F-ratio in the ANOVA shows whether the overall regression model is a good fit for the data. The results shows that the independent variables both statistically and significantly predicts the dependent variable, $F = 3.469$, $p = 0.018$ (i.e., the regression model is a good fit of the data). Thus denoting the strong influence of avoiding on work commitment.

Table. Impact of conflict resolution on work commitment**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
IG1	Between Groups	24.335	4	6.084	5.525	.000
	Within Groups	655.159	155	1.101		
	Total	679.493	159			
IG2	Between Groups	82.000	4	20.500	21.298	.000
	Within Groups	572.718	155	.963		
	Total	654.718	159			
IG3	Between Groups	17.801	4	4.450	3.031	.017
	Within Groups	873.533	155	1.468		
	Total	891.333	159			
OG1	Between Groups	43.867	4	10.967	10.016	.000
	Within Groups	651.467	155	1.095		
	Total	695.333	159			
OG2	Between Groups	38.750	4	9.687	8.708	.000
	Within Groups	661.915	155	1.112		
	Total	700.665	159			
OG3	Between Groups	33.176	4	8.294	7.233	.000
	Within Groups	682.317	155	1.147		
	Total	715.493	159			
CM1	Between Groups	21.291	4	5.323	3.952	.004
	Within Groups	801.334	155	1.347		
	Total	822.625	159			
CM2	Between Groups	8.357	4	2.089	3.034	.017
	Within Groups	409.716	155	.689		
	Total	418.073	159			
CM3	Between Groups	42.197	4	10.549	8.998	.000
	Within Groups	697.588	155	1.172		
	Total	739.785	159			
DM1	Between Groups	24.456	4	6.114	4.927	.001
	Within Groups	738.417	155	1.241		
	Total	762.873	159			
DM2	Between Groups	52.550	4	13.138	11.482	.000
	Within Groups	680.783	155	1.144		

	Total	733.333	159			
DM3	Between Groups	27.360	4	6.840	6.892	.000
	Within Groups	590.500	155	.992		
	Total	617.860	159			
AD1	Between Groups	16.461	4	4.115	4.045	.003
	Within Groups	605.372	155	1.017		
	Total	621.833	159			
AD2	Between Groups	14.461	4	3.615	3.264	.012
	Within Groups	659.032	155	1.108		
	Total	673.493	159			
AD3	Between Groups	20.262	4	5.066	3.613	.006
	Within Groups	834.323	155	1.402		
	Total	854.585	159			

The above table shows the one-way ANOVA of conflict resolution on work commitment. The result indicates that all the variables showed p-values less than 0.05, which indicates that the variables are statistically significant with respect to work commitment in Corporate Organizations. Hence, the results suggest that conflict resolution have a significant positive influence on work commitment amongst the working professionals in Corporate Organizations, which indicates the rejection of null hypothesis.

DISCUSSION

The dimensions of conflict resolution and psychological empowerment were found to have strong direct positive effects on work commitment, which is in line with the results of previous studies. According to these results, employees are more likely to care about one another and increase psychological empowerment for mutual benefit when there is an optimal degree of dispute resolution in the workplace. These results also support previous research showing that empowered employees are more likely to reciprocate by reducing the frequency of disruptive conflicts and that conflict management techniques have a positive effect on work commitment. This is because empowered employees tend to view empowerment as a social reward from significant others (Huang, 2012; Midha, 2012; Janssen, 2004; Whitener et al., 1998).

Conflict resolution and psychological empowerment were found to have a strong positive correlation with work dedication, which is in line with previous studies. According to these findings, empowered employees may not be able to develop positive attitudes toward their organizations in terms of their values and goals due to conflicts with their peers and/or superiors in a highly stressful organizational setting. As a result, they may be unable to participate in organizational work (Janssen, 2004). Furthermore, employees are encouraged to settle disputes on their own when they arise in companies that respect the norm of autonomous management. This can increase their psychological empowerment and, in turn, promote cooperation to reach solutions that are most advantageous to all parties involved (Gelfand et al., 2014; Langfred, 2007). Additionally, poor handling of relationship conflicts can damage relationships between people by preventing those involved from growing to have high levels of trust in others, which may deter them from working in an organization (Panteli and Sockalingam, 2005; Shih et al., 2008). Lastly, from the standpoint of media richness, when workers mainly rely on asynchronous technologies (like online discussion forums) for interpersonal

communication, it is challenging for them to create an environment conducive to in-the-moment brainstorming or settling personal conflicts that may arise from task or relationship conflicts. As a result, these conflicts have negligible effects on their commitment to their jobs. A high level of conflict management is typically developed by employees who feel empowered, and as a result, they are more likely to impact job commitment through empowered conduct and conflict resolution.

CONCLUSION

This study was an effort to improve organizational work commitment from a combined viewpoint of psychological empowerment and conflict resolution. A multi-view research paradigm that incorporates these important ideas was created in order to accomplish this goal. The findings of the study lend credence to the theories derived from the suggested model. All things considered, the findings give managers important information about how to create their management systems and foster positive interpersonal interactions to promote work dedication. By examining the impact of empowerment and conflict at the group level and figuring out how they could impact work commitment in different organizational situations, future research could improve our understanding of the linked concerns.

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